



School Teachers turn to Page 42 for Study Aid Unit

Connecticut **INDUSTRY**

PROFIT FROM YOUR HIDDEN "BY-PRODUCTS"

Skillful handling can change your disposal of scrap metals from a necessary nuisance to a substantial source of extra revenue.

A well-planned scrap disposal program assures full recovery of all marketable scrap. It does not interfere with normal plant operation.

Based on a half century of experience, the expert recommendations of H. Kasden & Sons, Inc., have helped many industries to realize maximum value from these often neglected "by-products."

Let us show you, without obligation, how we can set up a scrap profits plan for your plant.



Scrap

IRON, STEEL, METALS

H. KASDEN & SONS, INC.

2-14 LLOYD STREET - NEW HAVEN 7, CONNECTICUT

MA
VO

E
N
H
T
Y
I
T

WILL
A. V
F. R
N. W
JOHN
L. M

JOHN
DAVID
ROBE
ROBE
SYDN
H. R
MORC

Publ
as se
Man
the
shou

Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 28 - NO. 5 - MAY 1950

L. M. BINGHAM, Editor

IN THIS ISSUE

| | Page | | Page |
|--|------|--|------|
| Editorial | 5 | News Forum | 21 |
| New England's "Decline" Has an Upward "Trend" | 6 | Business Pattern | 33 |
| How Competitive is Connecticut's Productive Equipment | 9 | Accounting Hints | 38 |
| The Human Factor as Seen by an Industrial Relations Director | 11 | Business Tips | 40 |
| Your Child's Mental Diet | 13 | A Summing Up—Our American Way of Doing Business—IX | 42 |
| It's Your Federal Government! | 15 | It's Made in Connecticut | 48 |
| The Welcome Sign Is Out | 16 | Service Section | 56 |
| | | Advertising Index | 56 |

OFFICERS

WILLIAM A. PURTELL President
A. V. BODINE Vice President
F. R. HOADLEY Vice President
N. W. FORD Executive Vice President
JOHN COOLIDGE Treasurer
L. M. BINGHAM Secretary

ADMINISTRATIVE STAFF

N. W. FORD Executive Vice President
L. M. BINGHAM Sec. and Dir. of Development
FREDERICK H. WATERHOUSE Counsel
CHARLES H. SCHREYER
E. H. TUTTILL Traffic and Export Manager
ARTHUR L. WOODS Executive Assistant

DEPARTMENTAL STAFF

MARION R. RAITES FLORENCE E. KRUK
RUTH C. JOHNSON MILDRED H. FORSELL
KATHERINE M. EDGERTON BERTHA R. HUME
IRENE C. SCHILLINGER AGNES M. KRISTOF
MARGARET M. MOORE LOIS A. HANLEY
VINCENT D. CASTAGNO

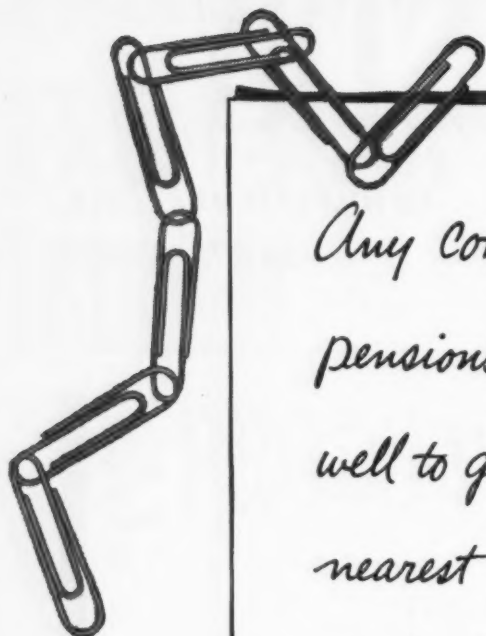
DIRECTORS

JOHN C. CAIRNS New Britain
DAVID AYE Torrington
ROBERT L. NOBLE Winsted
ROBERT B. DAVIS Bridgeport
SYDNEY A. FINER Clinton
H. R. GIESE New Haven
MORGAN PARKER Danbury

F. C. PARIZEK West Willington
W. W. ALLAN Baltic
E. B. SHAW Willimantic
ALFRED C. FULLER Hartford
EDWARD INGRAHAM Bristol
AMOR P. SMITH Middletown
DAVID P. MITCHELL Stafford Springs

RALPH A. POWERS Montville
F. M. DALEY Shelton
JOHN W. LEAVENWORTH, SR. Wallingford
LLOYD B. SKEVER Putnam
SIXTEN WOLLMAR Hartford
CHARLES A. WILLIAMS New Haven
FREDERICK LUX Waterbury

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 436 Capitol Avenue, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription rates: one year, \$2.50; 25¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.



*Any company considering
pensions for employees will do
well to get in touch with the
nearest Travelers agent
or broker and learn about our
new Group Annuity Plan.*



*on all forms of employee insurance
you will be well served by...*

The Travelers
Hartford 15, Connecticut

NOT THIS...



BUT THIS



Extension telephones save time, steps, make for more profitable production. They cost so little, too — only a few cents a day. Just call the telephone business office and place your order.

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

"Owned and Operated by and for Connecticut People Since 1882"

**PHOTO ENGRAVING
ADVERTISING ART**

**DOWD
WYLLIE &
OLSON INC.**



106 ANN ST. • HARTFORD, CONN.

Printing of Excellence—
At the Sign of
the Stone Book



Case, Lockwood & Brainard
85 Trumbull Street
Hartford, Connecticut

VARIETY

The Spice of the Business

RELIANCE
Job-Fitted
PRODUCTS AND
SERVICES

COLD ROLLED STRIP STEEL*

Coils . . . Cut Lengths . . . All Tempers
Slit, Sheared, Deburred
and Round Edge
From WAREHOUSE and
MILL DEPOT STOCKS,
or DIRECT-FROM-MILL

*Detroit Steel Strip is Strip Steel
in Name and in Fact

SHEETS

Cold Rolled . . . Hot Rolled
Hot Rolled Pickled . . . Long Terme
Galvanized

Standard or production sizes
or cut to actual working
dimensions

PRIMES
or COST-**SAVING** SECONDS**
From
WAREHOUSE STOCKS

**Reliance Job-Fitting Methods
apply to seconds as
well as primes

Variety is the spice of life—especially in the sheet and strip steel warehousing business!

• • • endless variations in finishes, gauges, widths, lengths, dimensions, tempers, and working qualities

• • • countless variations in tools and dies, and in fabricating and finishing methods . . . even simple right-angle bends may be produced in different ways!

Yet in supplying in-stock materials to serve the varying needs of individual construction, the batting averages of reliable warehouse organizations are remarkably high.

The reason—a thorough knowledge of the possibilities as well as the limitations of their stock materials; an intimate understanding of the shop methods of their customers.

In our own case, the Reliance Job-Fitted way of doing business is the outgrowth of 27 years of specialized experience, living with, and licking sheet and strip steel problems.



DEPENDABLE DAN
OUR CUSTOMERS' MAN

We'll gladly demonstrate,
subject to availability
of materials.

For Immediate Action Call The Nearest Reliance Plant or Office:

DETROIT STEEL CORPORATION

PRODUCERS OF

Coke and Coal Chemicals • Pig Iron • Ingots
Slabs • Sheet Bars • Billets • Wire Rods
Manufacturers' Wire • Merchant Wire Products
Cold Rolled Strip Steel

GENERAL OFFICES
DETROIT 9, MICHIGAN

RELIANCE STEEL DIVISION

Processors and Distributors **JOB-FITTED** Sheet and Strip Steel

GENERAL OFFICES — BOX 4308 — PORTER STATION, DETROIT 9, MICHIGAN

PLANTS
CLEVELAND PLANT, 3344 E. 80th St., VULcan 3-3600, Cleveland 4, O.
DETROIT PLANT, 13770 Joy Road, WEBster 3-5886, Detroit 28, Mich.
EASTERN PLANT, State & Edmund Sts. (Hamden), New Haven 7-5781, New Haven 7, Conn.
MIDWEST PLANT, 1801 South Wolcott Ave., CANal 6-2442, Chicago 8, Ill.

OFFICES

DAVENPORT, IOWA, 628 Davenport Bank Bldg., Phone 3-7290
DETROIT 4, MICH., 6701 Eppworth Blvd., TYler 5-7212
GRAND RAPIDS 2, MICH., 320 Keeler Bldg., GLenfield 6-3580
INDIANAPOLIS 4, IND., 1408 Fletcher Trust Bldg., FRanklin 3420
WORCESTER 8, MASS., 339 Main St., WORcester 3-6885

JACKSON 18, MICH., 881 Reynolds Bldg., JACKson 3-3256
NEW YORK 19, N. Y., 250 West 57th St., COlumbus 5-4678
ST. LOUIS 8, MO., 4853 Lindell Blvd., LUcas 4358
TOLEDO 4, OHIO, 2174 Ohio Bldg., GARfield 6384

A New Tool Has Been Forged

By ALFRED C. FULLER, *Chairman, Fuller Brush Company, Hartford**

A NEW and efficient method of attaining an understanding of our American enterprise system as it operates in each community has been discovered and is now being utilized in a rapidly increasing number of towns and cities throughout our country. It is known as Business-Industry-Education Day. It is a day carefully planned by the Board of Education and school administrators in cooperation with representatives of sponsoring business organizations in a given community or area, when all teachers and members of the school system staff visit the industries and, in many instances, representative businesses in the community.

The teachers are first assigned to groups best suited to the size of the plant or establishment to be visited, and on B-I-E Day are either escorted to their respective assignments by 9:00 to 9:30 A. M. in cars or busses, or reach their destination by their own selected means of transportation. After all persons assigned to visit a given industry or business have arrived, a short briefing session is customary, during which an official of the company or his selected representative gives a brief outline of the day's program and thereafter distributes a printed itinerary of the day's activities, and occasionally, a brief history of the company. Procedure varies in this respect as well as in many others, in accordance with the views of the arrangements committee in each company. Usually by 10:00 A. M. the guests have been divided into groups of five, each assigned to a guide, and are "on their way" to begin a leisurely tour through the most important departments of a large factory or other business establishment, or through all departments of smaller companies.

Enroute, the guides explain verbally, either with or without the aid of visual signs, all the essential factors relating to the activities in each department. Besides telling of the country of origin of the raw, semi-finished, or finished materials being processed, the guides explain each operation, how the goods are sold and how they are utilized to serve the customer.

Upon completion of the tour, the guests dine with their guides and company officials, either in the company's own cafeteria, or in a near-by restaurant or club. After luncheon they return to the assembly room where the morning briefing session was held to view product displays and hear explanatory talks and visual demonstrations by company officials. These talks, followed by "question and answer" periods, usually cover the following subjects: Employment Practices, Policies and Benefits; How The Company's Products Are Sold; Financial, Governmental and Other Problems of Business; and The Economic Contribution of the Company and All Business In the Area to the Community. The afternoon session is usually completed by 3:30 P. M., the normal end of a school day, when teachers without their own transportation are returned to the school or other points where they were met in the morning.

What are the apparent results of this new type of school

day where students have the day off while teachers take a one-day course on free enterprise at work in their own community, with a view to gaining new insights into the requirements of work many of their pupils may one day perform?

In Hartford, as in New Haven and New Britain, where B-I-E Days have been conducted thus far, in Connecticut, as well as in over 200 other communities in Michigan, several other mid-western states, and in New England, hundreds of teachers who were lukewarm or definitely opposed to participating in the day's activities, have been transformed into enthusiastic boosters of the B-I-E Day program.

In hundreds of written and verbal statements received by the sponsors of the Hartford program, held on April 12, teachers, supervisors and school principals have labeled B-I-E Day as the most fruitful and practical educational experience in their teaching careers. The majority of them also favor the idea of making B-I-E Day an annual event in order that they may enjoy first-hand experiences in visiting different types of industry and businesses each year, thus gaining more knowledge which can be passed along to enlarge the economic understandings of their pupils and give them correct information about the vocational opportunities which will be available to them after graduation. Teachers and administrators also see in B-I-E Day a pattern for another type of day when representatives of business will visit the schools to learn of the methods and tools used in the transmission of knowledge to our youth. Such "return engagements" have been successfully tried in other states and I understand are now being planned in New Britain, and that agreement has been reached to plan for school visitations by businessmen in Hartford and New Haven.

Many industrialists and other business executives also found that the B-I-E Day experience had transformed them from lukewarm cooperators in the undertaking to genuine enthusiasts who favor making it an annual event. The great lack of knowledge of industrial processes and employment practices on the part of so many teachers led some to exclaim, "Why didn't we, in industry, realize this widespread lack of knowledge among educators about the manufacturing process ten years ago, and do something about it?"

The same favorable reactions have occurred in New Britain and New Haven and elsewhere where B-I-E Days have been held, and may be safely predicted when similar events are held in Meriden and Wallingford this month, and in Manchester, Norwich, Middletown, Bristol and Danbury, where plans are in various stages of preparation for similar celebrations next fall.

Beyond being the most practical educational method to impart quickly to educators a better understanding of the operation and contribution of free American enterprise at the community level, its significance goes far beyond that. If many teachers can be changed from scoffers and disinterested by-standers, as they have been by every B-I-E Day

* This editorial is the fourteenth in a series of guest editorials written by officers and directors of the Association. Mr. Fuller, former president of the Association, is now a director.

(Continued on page 31)

New England's "DECLINE" HAS AN UPWARD "TREND"

By CHARLES A. WILLIAMS, Vice President,* United Illuminating Company, New Haven

Ed. Note: For well over a quarter century propagandists for other areas of the country have been saying over and over again in a variety of ways that "New England is becoming decadent, so why not, Mr. Industrialist, locate in our area where there is opportunity unlimited?" Now that defeatists in our midst, and warnings from Washington, have been recently adding weight to this propaganda, it's time for business spokesmen in every community in New England to overcome it with truths such as Mr. Williams has written in this article, and is doing vocally before many opinion moulding groups. If propaganda lies are repeated and permitted to stand unchallenged they, as Mr. Hitler and Joe Stalin realized in their respective propaganda wars, are accepted as truth. Let's kill the propaganda lies with the truth from the lips and writings of hundreds of New England spokesmen representing all branches of its leadership.

HERE is what is being said about the area we call home: "New England is slipping"—"Where is New England going?"—"What ails New England?"—"More industry to leave New England."

These are the headlines which greet us all too frequently. A prominent Harvard professor contends that New England is slipping. He takes a dim view of New England's industrial prospects. Last November a Yale professor predicted on the radio that more industry was going to leave New England. He said, in substance, "New England cannot maintain its old position of manufacturing the major share of many products for the whole country." New England's "decline" is a favorite topic, too, of many news writers and economic diagnosticians.

Now the cry is being echoed by some of our Federal officials in Washington. The words of the Washington echo say, "If New England doesn't accept more Federal grants and subsidies it will keep on slipping." What they are really saying, so well stated by Mr. Joseph A. Erickson, president of the Federal Reserve Bank of Boston, is that "New England is reaching the limit of its capacity to contribute



CHARLES A. WILLIAMS

through the Federal treasury to the support of other sections of the country."

When one hears that an area or a locality is "slipping" it is natural to think in terms of less factory production, fewer people working, even fewer factories running. Is that what is going on in New England?

Facts Versus Propaganda

Let's have a look at the facts taken from U. S. census reports. In the first place, New England's population increased 10% between 1940 and 1949; Connecticut's population increased 18%. The gain in manufacturing is even more impressive. In prewar 1939 the value added by manufacture in New England industrial plants was \$2,430,000,000. In postwar 1947 it was \$6,770,000,000, 2 8/10 times as much over that 8 year period. Does that look like a decline?

The national total increased three times, which means that there were larger increases in the newer and less developed sections of the country. But not much larger. The South produced 3 1/3 times as much and the Pacific Coast area 3 6/10 times as much as in 1937 as against New England's increase of 2 8/10 times. Even this percentage increase does injustice to a more highly developed area, since 3 1/3 times or 3 6/10 times a smaller amount of production in 1937 represents substantially less volume than an increase of 2 8/10 times. Naturally the South and West are growing faster—they are younger, economically speaking, and have more open spaces. New England is mature; its future is in its people, not its lands.

Increase in Value added by Manufacture 1939 to 1947

| | |
|-----------|--------------|
| U. S. | 3 times |
| N. E. | 2 8/10 times |
| Conn. | 2 3/4 times |
| South | 3 1/3 times |
| Pacific | 3 6/10 times |
| Mid. Atl. | 2 8/10 times |

No one section dominates industrial production in the United States. In 1939, New England's share of the national total was only 9.9%. In 1947 it was 9.1%. When people see that

* Mr. Williams is also a new director of the Manufacturers Association of Connecticut, who will serve a four year term from 1950 through 1953 inclusive.

loss of 8/10 of one per cent they say "Aha, New England is slipping." But the Middle Atlantic area dropped more than twice as much. Do we hear about any Middle Atlantic decline? Of course not. Not when that area produced nearly three times as much in 1947 as in 1939.

It is silly to say that New England is slipping, that New England is losing industries when its industrial production has almost trebled in an eight year period.

Let's not be fooled by figures, even by these figures. Some of you readers may be thinking, "But those figures include price increases." True enough, but so do all dollar figures.

All right, let's look at number of factories and factory employment—a picture which is demagnified, without the distortion of price inflation.

**Increase in Number of
Factories
1939 to 1947**

| | | |
|-------|-----|-------|
| U. S. | 39% | incr. |
| N. E. | 34% | " |
| Conn. | 40% | " |

New England still looks good; Connecticut looks even better. Factories and workers increased at a rate more than double the population increase.

**Increase in Number of
Workers in Industry
1939 to 1947**

| | | |
|-------|-----|-------|
| U. S. | 53% | incr. |
| N. E. | 32% | " |
| Conn. | 42% | " |

Perhaps our pessimistic friends are afflicted by that old disease "other people's progress," some times called "keeping up with the Joneses."

New England cannot expect to grow as fast as other parts of the country. It is too much older. Center Church on-the-green at New Haven was a going concern in its present edifice before the first settlers located in California.

Growth Problems

Let me point out also that rapid growth poses its own problems. What would you think if you read something like this in your morning paper:

"Boston. What to do about unemployment in the face of unslackened eastward migration was an uppermost topic of discussion here this week.

"Taking Massachusetts as an example, it is estimated now that the monthly influx of 15,000 people, plus a monthly excess of 12,000 births over deaths, means an annual increase of 125,000 in the commonwealth's working force. Simple arithmetic led the Governor to tell the delegates to this week's meeting that 10,000 new jobs must be created every month to take care of the situation. The challenge was to private enterprise to provide the jobs through industrial expansion."

Change "Boston" to "San Francisco," change "Massachusetts" to "California" and you have a story from the New York Times of December 11, 1949.

New England's upward trend does not carry with it such severe growing pains.

Now let's get down to individual cases, since figures alone are cold and abstract. The United Illuminating Company is vitally interested in the movements of industry around New Haven and Bridgeport. We are partners of industry because we supply all the power it uses, with a few exceptions. We share the ups and downs, the pluses and minuses of its business.

During the past five years five plants which employed 339 people moved out of greater New Haven. During the same period 12 plants employing 1,378 people have moved into greater New Haven. This shows a net gain of seven plants and a gain of 1,039 employees, a 70% gain in employment as a result of these moves in the area.

In the state as a whole the increase in the number of plants, including 69 branches or parent companies migrating to Connecticut, was 826 between V-J Day 1945 and September, 1949. The total employment of these new additions at the time they first became established was 13,015, according to the Connecticut Development Commission. This influx of 826 industries compares with a loss of 17 industries by migration. Because the Chance-Vought plant accounted for a loss of between seven to eight thousand jobs, the total loss represented by the 17 companies approximately equaled the employment created by the new companies. However, since it is healthier growth to have a larger number of diversified small companies, having potentialities for growth, as is the case with many of the newcomers to Connecticut, the long-run employment gains are certain to exceed the losses by a substantial margin.

This is typical of what is going on in New England all the time. This is a sort of incubator area where new ideas are hatched, new companies formed and new products built up. Sometimes, for one reason or another, other fields look greener to some Connecticut and New England companies, just as our area frequently attracts industries from other states.

Let's take a brief look at greater New Haven's industrial life. There are 550 separate plants. Their yearly payroll in 1949 was \$92 million to about 39,000 workers.

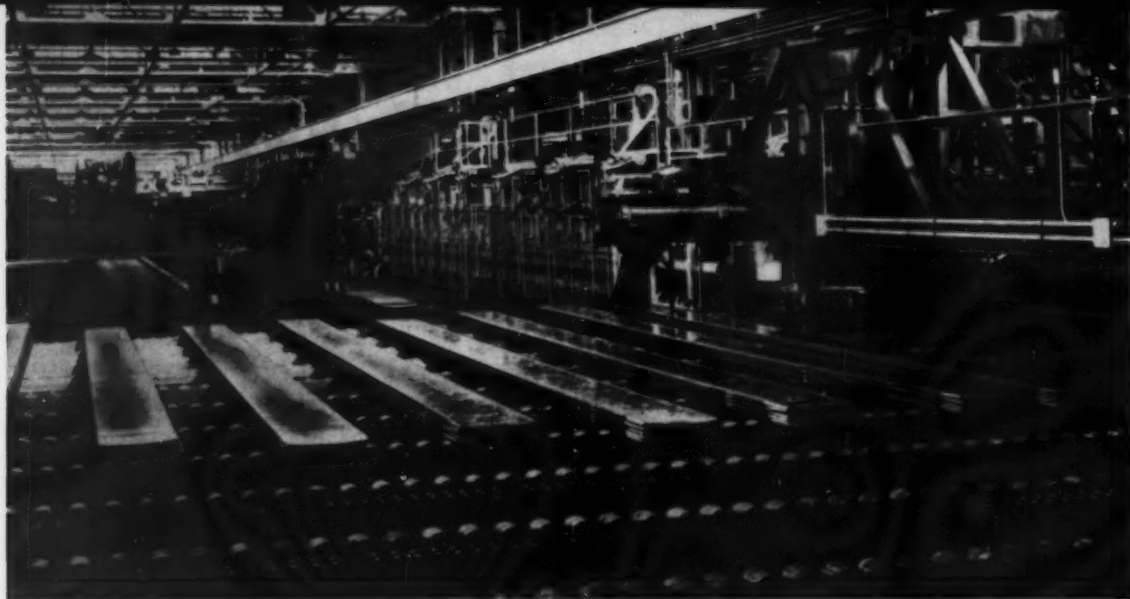
This payroll is vital to this community. It is the dollar support for all other business. It produces retail trade, wholesale trade and supports the professions. Likewise it aids the service establishments and utilities.

Much of this payroll money comes from the sale of manufactured products outside of the New Haven area. To that extent it keeps the pump of prosperity primed with new money which continually refreshes our local economy.

For example, the G & O Manufacturing Company, which employs about 200 people, makes radiators for trucks and buses. It also makes radiator cores for automobiles, largely repair units. Normally its sales amount to \$4 to \$5 million a year. 99% of its sales are outside of New Haven and 90% outside of Connecticut. All this because two enterprising young men with gumption enough to risk their savings and their future grasped an opportunity back in 1915. They created a business that has filled a need in our free market economy and has brought prosperity to our community.

The Role of Ideas

Ideas make jobs in New Haven, and throughout Connecticut and New England. Men and their ideas are the warp and woof of industry. For instance, the A. C. Gilbert Company was founded on an idea. Its founder invented the erector set while watching the New Haven Railroad erect girders to electrify the road. Today the company does a \$14 million a year business and employs around 2,300 people. So long as Connecticut people continue to originate and patent inventive ideas at a more rapid pace than other states, as they have been doing for many years, we need not worry about its industries becoming decadent.



THIS MODERN ROLLER CONVEYOR SYSTEM in Scovill Manufacturing Company's continuous strip mill, provides rugged, massive equipment which is designed to keep material constantly "in process." It represents only a part of the \$10 million worth of equipment which Scovill Manufacturing Company invested recently as an expression of its confidence in Connecticut and New England.

There is a tremendous diversity of products made in New Haven and in Connecticut. There are literally millions of different products made in the state, representing 334 different industrial classifications out of a total of 446 industrial classifications existing in the nation as a whole. The brass industry alone, starting with a single product—the brass button—has mushroomed in 150 years until its products are numbered by hundreds of thousands.

A future idea of the diversity of Connecticut's production may be gained by turning to the "It's Made In Connecticut" department of this and other issues of Connecticut Industry, or to the New England Directory of Manufacturers.

Component parts for other machines is big business in New England, and especially in Connecticut. That's because more skill is required to make parts than to assemble them, and because there are so many highly skilled machinists, tool makers, die makers and other tradesmen in this area. This plays queer tricks on us sometimes. For instance, an automobile manufacturer in Detroit finds sales slackening off. He doesn't want component parts pouring into his storage bins a few months hence when his assembly line may be shut down. So he cancels orders for parts.

This affects parts makers in Connecticut at once, and New England gets the credit for "leading the nation into a depression." It seems strange that when parts are again in demand

we don't get credit for leading the nation out of a decline.

But when we hear that a plant like Chance-Vought has moved its plant to Texas a wave of discouragement sets in, and we are caught in the emotional backwash of pessimism. Those who would like to have us believe that New England is slipping pour oil on the fire by inspiring feature stories and advertising about the advantages of the area which has secured any of our industries. When there is one strong competitor, others welcome the evidence that our area is dying economically.

Management Confident of Future

Here is the important thing we often overlook: What is the attitude of our industrial managers and our people in general? This may be the key to New England's resiliency; the reason we seem always to be dying but keep right on growing instead.

Last year the Federal Reserve Bank of Boston asked 663 New England manufacturers what they thought of their prospects. Four out of five of them expect to do as well as or better than their outside competitors in the next five years. By states the highest was Connecticut, 86%, while the lowest were New Hampshire and Massachusetts, both 77%. Throughout the area manufacturers are confident of their ability to out-produce, out-sell and out-distance competition.

And this self-confidence is reflected in action. The owners of industry are

willing to invest their money to prove it. The Conference Board studied the expenditures in 1947 for new plant and equipment by manufacturers in the 48 states. The average per capita for the country was \$42.09. This figure was exceeded in Connecticut with a per capita investment of \$58.98, in Rhode Island with an investment of \$46.76, in New Hampshire where \$45.20 per capita was invested, and in Massachusetts which invested \$43.05 per capita. Even in sparsely settled Maine the investment was \$39.71 and in Vermont \$26.58. Does that make you think New England is slipping?

Dollars invested in New Industrial plant and equipment in 1947

| | <i>per capita</i> |
|-----------|-------------------|
| U. S. | \$42.09 |
| Conn. | 58.98 |
| R. Island | 46.76 |
| N. Hamp. | 45.20 |
| Mass. | 43.05 |

You may have read recently in the February issue of CONNECTICUT INDUSTRY about the new \$10 million brass rolling mill placed in operation in Waterbury by the Scovill Manufacturing Company. That's \$5 per capita for Connecticut in just one plant. Confidence to invest such sums springs from the knowledge that approximately 50% of the nation's copper and brass products are manufactured in Connecticut.

(Continued on page 34)

HOW COMPETITIVE Is Connecticut's PRODUCTIVE EQUIPMENT?

By H. H. PEASE, *President, New Britain Machine Co. and Past President National Machine Tool Builders' Association*

Editor's Note—Even though the profit gained from operating new and more efficient equipment was not 21.6%, as pointed out in this article, but 10% or 6%, even these smaller percentages represent larger sums than profit percentages earned by most companies in Connecticut or in the United States during the past 20 years. Furthermore, the replacement of obsolete and inefficient tools is a practical form of insurance for Connecticut companies who desire to be operating a profitable business five to ten years hence despite the growing competition from other younger areas of the country which are being equipped with later types of machinery and tools.

Progress of the Nation

IN A book recently compiled by the Advertising Council, Inc. from reliable information, there is a summary of what has transpired in America in the last half century. This summary lists some amazing facts. In less than fifty years we have become experts in mass production and mass marketing.

With only 7% of the world's population and about 6% of the land area, we produced nearly 40% of the world's goods.

The incomes of one hundred forty-two million Americans rose to exceed the combined incomes of six hundred million Europeans or one billion Asiatics.

Our production methods developed to a point where with the earnings of one hour's work, we could buy 29% more food than the English workers and 85% more than the average Russian.

We more than double the output each of us produces for every hour we work. Today electric power alone does the work of one and one-half billion men.

In the manufacturing industry, wages increased from about twenty cents an hour to about a dollar-forty an hour and despite the rise in prices over the years, the average worker's purchasing power about doubled. The number of jobs increased from about twenty-seven and one-half million to about sixty million. The average American consumed two and one-half times more goods. We increased our supply of machine power more than four and one-half times.



H. H. PEASE

Today we have:

- more than 50% of the world's steel
- more than 75% of the world's automobiles
- about 50% of telegraph, telephone and radio facilities
- about 50% of the world's radio sets

Connecticut's Position

How does Connecticut shape up with this picture and what is the outlook for the future?

According to the Mid-century Inventory of Metalworking Production

Equipment which has just been compiled by the McGraw-Hill magazine of metalworking production, *AMERICAN MACHINIST*, the highest concentration of machine tools and metalworking equipment in any marketing area in the country is in the Bridgeport-New Haven-Hartford area in Connecticut. It has 77.8 machine tools per thousand population (against an average concentration of 12 per thousand for the entire country). This survey also shows that New England has made important gains in the number of machine tools installed in this metalworking industry and that metalworking has become the number one industry of New England since the war.

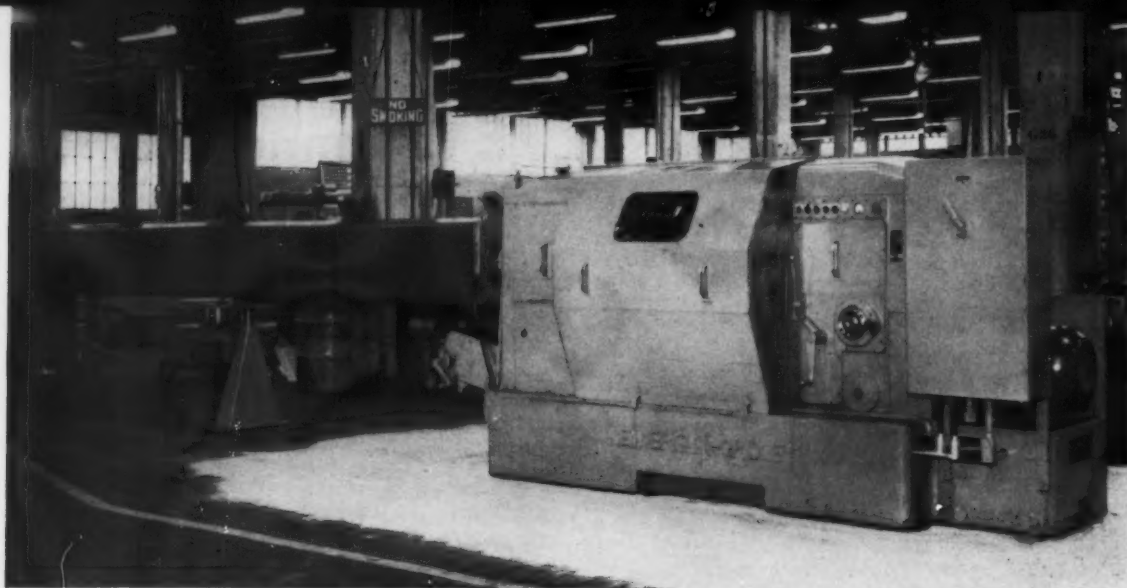
Despite this fact, Bridgeport-New Haven-Hartford area comes into the limelight unfavorably with the greatest concentration of machine tools more than twenty years old. The metal forming equipment also makes the poorest showing in average age. Some 67% of the total is at least ten years old and 44% is more than twenty years old.

In Bridgeport alone 32% of the industrial metalworking equipment is over twenty years of age; 18% is at least ten years old, and only 52% is under ten years old.

Old Equipment and Methods More Destructive than Strikes, War or Depression

With equipment as obsolete as this, can Connecticut keep up with the trend explained in the first few paragraphs, and compete with the rapidly growing, competitive South and far West?

Modern industrial and business forecasting says "no"—a statement from the American Management Association says, "No war, no strike, no depression, can so completely destroy an established business or its profits as new and better methods, equipment and materials in the hands of an enlightened competitor."



THIS AUTOMATIC six spindle machine increases production, cuts costs. An example of modern better methods.

WORK SHEET

The Cost of the New Machine is \$.....

| | OLD MACHINE | NEW MACHINE |
|---|-------------|-------------|
| Direct labor cost per hour..... | \$ | \$ |
| Fringe benefits per hour (see page 3)..... | \$ | \$ |
| Total hourly labor cost per hour..... | \$ | \$ |
| Divided by the number of parts produced per hour-units.... (.....) | (.....) | (.....) |
| Gives us total labor cost per piece | \$ | \$ |
| • | | |
| The new machine produces pieces per day | | |
| At \$..... per piece on old machines they would cost..... | \$ | |
| At \$..... per piece on new machines they would cost | \$ | |
| Labor savings per day..... | \$ | |
| Annual savings, labor (40-hour week, 50 weeks per year)..... | \$ | |
| Estimated additional savings per year (see page 4)..... | \$ | |
| Total Annual Savings..... | \$ | |
| • | | |
| Desirable annual rate of recovery of capital invested in the new machine assuming it has a 10-year* profitable life (1/10 of cost)..... | \$ | |
| Amount recovered annually tax-free by 20-year* depreciation schedule (1/2 of above) | \$ | |
| Additional amount to be recovered annually out of profit..... | \$ | |
| Earnings required annually before taxes (at 30%) to recover above amount (above figure divided by .62)..... | \$ | |
| Annual capital recovery required over the 10-year period; \$..... from depreciation plus \$..... from profit before taxes | \$ | |
| • | | |
| Total annual savings..... | \$ | |
| Required annually for recovery of capital..... | \$ | |
| Annual net return on investment..... | \$ | |
| Rate of annual return on capital invested; annual net return of \$..... divided by \$....., the cost of the new machine..... | | % |

* These periods vary, of course, depending on the nature of the machine and the product.

To help rectify this situation, the National Machine Tool Builders' Association, head of the metalworking industry in this country, has recently released a study entitled, "Computing Returns on Invested Capital." This report is a frank appeal to all managing executives and financial executives of American industry to review their current equipment and appraise it in the light of competitive low cost production values. This book outlines step-by-step the methods by which all management and plant operating officials can estimate the true worth of their present equipment and ascertain the savings made possible by the purchase of new, faster, more efficient equipment to replace obsolete machines. This booklet defines an obsolete machine not strictly as an old machine but one which has been replaced by a machine newer in design which can do the same job faster and more efficiently.

In the back of this booklet is a work sheet, pictured here, which can be filled out by any plant operating man for any machine or piece of equipment which he has in the shop. To measure the savings brought about by the purchase of new equipment, which we will set at \$7,420.00, we would start with the cost of the new machine. The first step in following this process would be to compare the labor cost per unit produced of the new machine against the old machine. We first take the direct labor cost per hour at an arbitrary figure of a dollar and a half, figuring

(Continued on page 36)

THE HUMAN FACTOR

as seen by

AN INDUSTRIAL RELATIONS DIRECTOR

By STANLEY R. CULLEN, *Industrial Relations Director, Sargent & Company, New Haven*

BUSINESS and industry have made marvelous strides in improving the techniques of mass production and mass distribution. But up until now we still haven't learned how to operate a plant, how to operate a business, or how to operate any economic activity without people. Andrew Carnegie used to say that you could take away his mines, his ships, his factories, but leave him his people and within the space of a few short weeks he would rebuild his entire enterprise.

In many instances the owners and managements of our plants and industries have not analyzed their human relations problems with the same energy and preciseness with which problems in production, sales or distribution have been scrutinized.

And there is a good reason for this. When we throw an electric light switch and the lights do not go on, it is a fairly simple process for a qualified electrician, or even a smart amateur, to trace down the trouble and make the necessary corrections. When, as an employer, we blow the starting whistle in the morning and no one goes to work in a whole-hearted manner, the causes for this defection are a little more difficult to find.

In order to get at the root of this human relations problem, it is necessary to understand that industry is characterized by continual changes. These changes, especially in recent years, have seriously affected the ability of the individual worker to derive from his job the satisfaction of his fundamental wants.

Now let's take a good hard look at what has happened in modern industry and let's try to understand how these changes affect our human relations problems.

Change and Its Significance

When in recent years the physical burdens of production were transferred



STANLEY R. CULLEN

from the muscles of men to machines, these things happened:

The worker was relieved of his need for skill.

The worker became unable to see the end product of his labor.

The extent of the worker's operation became so small and so repetitious that work was reduced to a senseless routine.

When these things happened, work no longer had any inherent interest and satisfaction for the worker. And a job became what it is today—largely a means to the worker's own end, which in most cases is a satisfactory life outside of working hours.

Another change that is important is that the vast majority of men are now completely dependent on their jobs for the income they require in order to exist above a bare subsistence level.

Along with the beneficial accomplishments of mechanization and mass production, one of their by-products has been to make workers substantially dependent economically upon the acts

of others. The reaction of workers to this status of dependency and its accompanying insecurity has been the same kind of a reaction that any of us experience when there is any threat to our status or to our security. Usually the reaction takes the form of some kind of aggressive or destructive behavior.

Basic Wants of the Individual

Now let's take a look at the needs that motivate the actions of most people. There is a whole set of motives with which we must always be concerned when dealing with human relations problems in industry. Naturally people want good wages, since that is the way to satisfy the basic needs for food, clothing and shelter. They also want good wages in order to satisfy certain other needs which they must find largely outside their working hours. But no matter what his job, the working man wants much more from his employer than a weekly pay check. "Man does not live by bread alone." Here are most of the things which the psychologists identify as the basic wants or the motivations of most individuals:

1. Recognition as an individual
2. Fair treatment
3. A chance to be heard
4. Pride in his work
5. A sense of belonging

Now, when we consider the changes that have occurred and stop to analyze how these changes have affected the possibility of satisfying these basic job motivations, we find, that in most modern employer-employee relationships, these basic job motivations are not satisfied. And yet, it seems fairly safe to say that good human relations cannot be attained unless every plan, action and every contact with employees by any member of management, is examined to see that it contributes to the employee's need for satisfying these five motivations.



SARGENT Pattern Room Foreman, Henry Munson, explains a production problem to a group of employees during the course of a regular monthly talk.

Satisfying Basic Needs of Employees

But this is not an impossible problem. There are many things that managements can do when they recognize the existence of the problem. For example, the employee can be given personal recognition as an important participant in an important productive process. That requires the opportunity to make suggestions, even criticisms of company activities, followed by an active effort on the part of management to apply new ideas or to justify its policies by explanation and persuasion. Management can minimize the employee's feeling of remoteness from top management by keeping open all possible channels of communication. Here, as in so many other instances, all levels of management are involved—foreman, superintendent, middle management, top executives—any one can make or break the circuit. It pays to check up on how often the lower levels send up word to the higher levels about employee reactions and problems. If no one is telling you "what they think down below," your two-way system of communication has broken down. A good system of communication is an excel-

lent device to give employees the feeling that they are participating in making some of the decisions which affect them. It is possible for a company to sell the social value of its activities. No man can have pride in his work unless he knows that he is doing something useful. And he can't know that unless your company communicates the facts to him. He will be more receptive to your communications if he knows that you are receptive to his. All of these steps must be taken before you can hope to spread the sense of job pride.

All of us like to have a part in making those decisions which affect us. That is the principle on which our democracy is based. In many plants "the way things are done" is imposed on the worker, and many times on the lower levels of supervision, and endured only because of economic insecurity. This endurance is not without its effects. When the imposed-upon worker has the opportunity to revolt against it, he does, and frequently with violence, as demonstrated by some of the recent strikes in which the motive for striking was obscure but the violent reaction of the workers was not obscure. The reasons for these actions were nebulous. It is doubtful if any prolonged strike ever had any eco-

nomie benefit for the strikers. And yet, even though most factory employees are aware of this fact, it has not diminished their willingness to strike.

Frequently a great variety of benefits are introduced by employers for their workers. The employers make every effort to meet the employees' economic and even the employees' personal problems, only to be surprised and disappointed when the employees join a union or take violent action against a paternalistic employer. Paternalism as a method of solving employee relations problems has never by itself been successful. No matter how much a company does for its people, they remain hostile so long as they continue to feel that they have no part in determining their own destiny. In fact, paternalism emphasizes and underscores the lack of participation and further reasserts the feeling of insecurity. For, that which has once been given can be taken away.

Now, obviously, it is impossible to run most of our larger enterprises economically on a mass meeting basis with everyone chipping in his ideas as to how things should be done.

And it is well to remember that there does exist in industry because of the very nature of its operation that unconscious conflict which always exists between the employee and his supervisor. This conflict is always found in relationships of inequality such as parent and child, teacher and pupil, boss and bossed. In industry this conflict occurs dramatically and violently because the stakes are higher. We must find the means to minimize this conflict. Even though a company pays the highest wages in the community, provides ideal working conditions, with clean surroundings, air conditioning, tiled wash rooms and showers, frequent rest periods with dancing girls, long vacations, etc.; even if it gives its employees insurance, pensions, hospitalization, free legal service, free baby sitting, and a slice of the profits, all these fine acts will bring nothing but grief, unless at the same time the five basic motivations previously mentioned are satisfied.

Now, how can we go about accomplishing this? How can we minimize the conflict which exists? How can we reconcile the satisfaction of the basic job motivations with recent economic and social changes which seem to make the satisfaction of these motivations impossible? How, in a large and impersonal organization, can we provide

(Continued on page 35)

YOUR CHILD'S MENTAL DIET

LUCILLE CARDIN CRAIN, *Editor, The Educational Reviewer*

HERE is an eye-opening article which alerts teachers, parents and employers to the need for giving at least as much attention to the "mental diets," now molding the thinking of American youth, as they do to diets and habits which affect their physical health. Either alone or in small groups, parents and educators, either with or without the aid of "The Educational Reviewer", may interest themselves in correcting faulty curriculum diets where they are found to exist. Thus they will be not only taking a more active interest in local school matters as suggested many times by school officials and Parent Teachers' groups, but also will be enlisting in an American army of thinkers who are determined to win the present ideological "cold war" by creating an enthusiastic understanding and enthusiasm among our youth for our American ideology of freedom.

THE little red school house"—red being a color and not an ideology—is something which many old-fashioned Americans remember affectionately. There were "three R's,"—readin', writin' and 'rithmetic—to be conquered, of course, but there was also ample and understood opportunity to acquire a lot of basic knowledge of what it means to be an American. This was afforded not only in the history texts, where it came as a matter of course, but also in such readers as the famous McGuffey series, in the geographies, and in the customary and almost religious observance of the national holidays. There was ample time in those days to learn about the true inwardness of the American system and the sound base for American patriotism. True, this left little or no time for "social studies," for "sociological problems" and the various implications, complications and changes on the word "democracy."

We learned, however, as a matter of course, that we were an important part of a wide world; and we learned, too, that because of what the first Americans and their descendants accomplished here, people all over the world held as a life ambition, which millions of them were able to realize, the hope of becoming Americans. These and their children, and all of us, cherished

friendly relations with all the world, and were glad to live under a system which permitted us all to carve out our own destinies as individuals, just as our great country was able to follow its course of development, without conflict or friction with any other country.

Nothing in all this could possibly have suggested that the time might come when the minds of school children would be subjected to influences designed to turn them against the basic, traditional things in American life; the things which their parents had assumed as a matter of course would be taught them, as earlier Americans had been taught.

In recent years the realization that this sort of thing has been happening has come to many parents with a sense of distinct shock. They had had no reason to doubt the sincerity and good intentions of their teachers, of their school boards, or of the governing boards of the colleges and universities. But the revelation which has dawned upon many parents of children ranging from adolescent to those with their first vote behind them is that somewhere in the educational process the taken-for-granted sense of patriotism and of understanding of our political essentials has been largely lost. Suddenly it appears, although the process was not sudden, that young Americans



LUCILLE CARDIN CRAIN

know little or nothing about their country's traditions, ideals and history, that they have been convinced that "times have changed," and that some strange, alien "new order" has become necessary and preferable.

Investigation

It is not always easy to find out how so startling a change has been accomplished, but investigation reveals at least some traces of the reason. For example, one intelligent business man in the Middle West, hearing some strange doctrines from his daughter while a student in one of the supposedly good Eastern schools, looked into some of the texts she was using. He found that the history text was slanted in the direction of the revolutionary "new order," and that the text on government pleaded for "change," for the purpose of increasing greatly the role of the political power over all citizens. But the economics text, dealing with the things that, as a business man he felt he knew most about, shocked him most of all, because in it the role of the enterpriser, the business man, the producer, was minimized and condemned; the American economic system was charged with having created far more problems than it had solved, and the conclusion presented as inevitable was in favor of "change," as the only fashion in which all-wise and all-powerful government could remedy things for the good of everybody.

Now many parents have discovered a similar situation, and so have numerous educators and school officials. But not all of them took action, as did the parent who had been shocked at the

content of his daughter's college texts. First, he read those used in the high school of his town, and again he was most critical of the economics text. When he discussed the matter with the local school officials, he was told that this particular text was not worse than any others available and that, moreover, there had not been a sound high-school economics work published for at least ten years. This, it seemed to him began to be his business. He looked for organizations which might be appraising school materials; he talked, wrote and traveled, seeking among the groups whose objectives included the defense of the American political and economic systems some who might be interested in his quest. But he found none, until one day recently he discovered a publication called, *The Educational Reviewer*, published quarterly at 112 East 36th Street, New York, under the auspices of the Conference of American Small Business Organizations. It is devoted almost exclusively to the job of reviewing educational materials. Its consulting staff is composed of eminent educators, and its reviewers are for the most part teachers actively engaged in their profession.

The purpose of the publication is at least two-fold. It is designed to be not only a source of information concerning textbooks currently used in schools and colleges, but it is also a tool in the hands of its subscribers who wish to work with the school authorities in their own communities. In fact, every reader of the *Reviewer* is urged to "get in on the act" by sending in a list of the textbooks and other materials used in his local schools in connection with the subjects where the American idea is most likely to be under subtle attack. These are chiefly the "social science" courses, and the supplementary reading materials used in connection with them. Any interested reader can then check against his own list the texts reviewed, and is thus able now and again to note a review that strikes home. If then he is moved, as a citizen, a taxpayer and a parent, to exercise his right to take action against an objectionable item, either individually or in cooperation with others, the "Reviewer" will have fully performed its dual function.

There is evident increasing concern about the situation *The Educational Reviewer* aims to correct. An excellent article in a leading magazine re-

cently put it in this vigorous fashion:

"A careful examination of the books and curriculum, plus interviews with the teachers, of almost any local school system in the country, will show that the average student graduating from high school has at best only a meager and general knowledge of how our system works; and much of what he does know is implicitly critical of the fundamentals of free competitive capitalistic enterprise. He will, for instance, know more about parity, subsidies, the TVA and social security, than about the functions of stocks and bonds, of profit-and-loss factors in the marketing process, or of the means whereby enterprises are started and grow."

"Securocrats," this author called the objects of present day education.

All this, of course, is far too generally the case, even though it may be due, as the article comments, to the fact that there never was a generation of youth as confused and as insecure as that now coming to maturity. The job to be done is to see to it that sounder information is furnished to these youngsters as they go through school and college and enter upon their lives as adult citizens. That suggests another thought: How can a business man, an employer of these young men and women, view with anything but misgiving the knowledge that, as future executives and increasingly responsible members of his organization, so many of them have been and will continue to be indoctrinated with anti-business, anti-capitalist, anti-American ideas?

Here, for instance, are excerpts from a high school economics text used in at least one Connecticut high school:

"It is a difficult and troublesome matter for the average person to have to determine for himself the price of a commodity; hence the desirability of fixed prices . . ."

and:

"Good citizens do not consider a fair tax an evil thing and as a rule they cooperate with the government in tax collections. In this way they are able to enjoy the greatest benefits which the government can provide for them. Many citizens receive services from the government whose costs are far in excess of the amount of taxes which they pay. This differs considerably from the method used by private business, which usually provides commodities or services only for those who pay for them. Unlike private industry, the government renders services to all who need them and then through taxation raises funds to pay for these services."

This is not to say that *The Educational Reviewer* is an enemy of the academic world. Far from it, as the reference to the consulting and review-

ing staffs suggests. And the "Declaration" which introduced the first issue, stated:

"'The Educational Reviewer' is not to be regarded as an attack upon the academic world. It is intended, rather, as an aid to those numerous teachers who honestly wish to confront with objectivity and intellectual honesty the concealed theories of collectivism."

It has accordingly been welcomed with heartening praise by many leaders in the educational field.

A university president has said of it: "I believe your publication has a definite contribution to make to education in America." The head of a southern college wrote: "I am confident that our institution, through faculty and students, will considerably benefit by receiving such a valuable publication." This from a teacher of history and economics in a private school in New York City: "*The Educational Reviewer* is what this country has needed for the last fifteen years. Let's hope it is early enough to have some effect in slowing up the momentum of the extreme socialism that has been built up here. You have undertaken a phase of work that can save the American way of life from the degradation of slavery, ignorance and poverty."

Parents and school staffs are much concerned these days, and rightly so, with physical deficiencies in children and with the necessity of building-up treatments to correct them. They are very much concerned with conserving teeth, eyes, ears, and the body in general. It is time that the deficiencies in the children's mental diets were remedied, too. The building-up process can start none too soon if in another generation this land of the free is not to be far on the road to serfdom.

Ed. Note: The study-aid program on "Our American Way of Doing Business," the last unit of which is included in this issue, is being furnished to teachers in order to enrich the mental diet of youth at the point of the most critical deficiency in school curriculums—true facts about the operation and contributions of our business economy.

Since the Association's several questionnaires to teachers, supervisors and superintendents reveal that last year's study aid units dealing with our "political freedoms" and this year's series are being used by not more than 15% of teachers in the fifth and sixth grades, the Association is now planning to combine both series in booklet form to be furnished in 1950-1951 for use in the seventh and eighth grades in accordance with the recommendations of many teachers and school authorities.

IT'S YOUR FEDERAL GOVERNMENT!

By **ROBERT L. JOHNSON**, *President, Temple University*
Chairman, Citizens Committee for the Hoover Report

NO. 3. A CAREER IN GOVERNMENT

THIS is the third and last brief article in a series which reveals the necessity of cutting government costs by installing more business-like practices.

As the largest employer of civilian workers on this continent the United States Government, it must be admitted, has a lot to learn about personnel relations and procurement.

Its total civilian payroll lists over two million employees who draw combined annual salaries of more than \$5.6 billions. And yet these employees, although protected by Civil Service regulations and other safeguards, voluntarily quit their jobs at a rate of about 500,000 a year.

Obviously there is something wrong with a concern from which every fourth worker resigns. In the years 1945-1948, inclusive, the government lost 3.9 million workers and hired 2.8 million, making a total of 6.7 million personnel movements in three years.

This turnover has been very expensive and wasteful. The cost of processing and training replacements reaches astronomical figures. Members of the Hoover Commission task force pointed out that a saving of only ten percent of the government's payroll costs of \$6.5 billion would mean an annual saving of \$600 million.

The Commission made the interesting discovery that discharges for cause from the federal employment are very rare. The task force studied this question closely. It concluded that the same percentage of government employees were prone to inefficiency, carelessness and disinterest in their jobs as in any other organization. Yet such employees are kept on, the task force found, because of the time and trouble entailed in discharging them.

It developed that it takes an average of seven months of red tape, hearings, appeals and paperwork to discharge an incompetent employee. One case was



HERBERT HOOVER



ROBERT L. JOHNSON

found in which a "stenographer," who was unable to take and transcribe dictation, was finally induced to resign after 21 months. No less than 45 specific charges of carelessness, incompetence, inefficiency, insubordination, —and worse—were proved against this one employee.

The report also studied the question of "empire building." This means the practice of some bureau chiefs in deliberately "building up" their own jobs and salaries by hiring unnecessary employees to do unnecessary work.

The mission of the bipartisan Hoover Commission was to delve into this and some 24 other major problems of government and to make recommendations for economy and efficiency. The Commission, in a 19-volume report to Congress found ways in which, I personally believe, at least \$4 billions a year can be saved without curtailing government services. President Truman and former President Herbert Hoover are jointly urging Congress to pass the laws that will make these savings possible.

In the field of personnel management the Commission suggested:

That each government agency set up its own recruiting service. At present all recruiting is handled by the Civil Service Commission.

That the heads of agencies interest themselves in obtaining career employees of high calibre and in their advancement.

That salary ceilings be raised for career employees.

That greater efforts be made to place qualified veterans in civil employment.

When the Civil Service Commission was created in 1883 it had control of only 10 percent of all applicants for federal employment. There were then about 100,000 federal civil employees. In the interest of fairness, the Commission applied the merit system and ob-

(Continued on page 56)



FOR TEACHERS AND TOURISTS TO VISIT CONNECTICUT INDUSTRIES

IN THESE days of "cold war" between the ideology of tyranny, masquerading under the name of Communism and our American ideology of freedom, it is more important than ever before that teachers and leaders in other walks of life should gain a thorough understanding of how business, and particularly manufacturing industry, functions to produce the highest standard of living ever known in the history of the world while permitting the greatest freedom ever enjoyed by any civilized people.

One would think, to listen to the socialist or communist mouthpiece, that dictatorship of the Russian-Communist, or even the English type, was more efficient than our American form of economy. On the contrary, Americans, with only 6% of the

world's population, outproduce the remainder of the world because the ideas generated and put to work in over 3 million businesses in this country have proved to be far more efficient in elevating the living standards of the people than those produced by the small ruling cliques in countries controlled by socialists and Communists.

Because the Association felt that many teachers, desiring to do a better job of instructing youth in the operation of our system, would enjoy the privilege of seeing our American economy at work in the industries of Connecticut, its staff has just completed a survey of its member companies to learn the names of companies which would be willing to act as hosts to teachers and other tourists who may wish to visit them during vacation

periods. As will be noted in the compilation which follows, the welcome sign is out in some 50 companies for teachers and others who can properly identify themselves and their good intentions. All that is required of anyone (preferably a group of two, three or more persons) is to write or telephone to the official listed after the name of each company to request an opportunity to visit the plant during the hours of the visiting days specified.

As a result of such visits by teachers, it is hoped that many valuable experiences will be gained and additional source material received (available films, booklets, histories, etc.) which will be reflected in the school classrooms of the state for the improvement of the economic understanding of our Connecticut youth.

| <i>Company Names</i> | <i>Visitors</i> | <i>Days</i> | <i>Hours</i> | <i>Products</i> | <i>Official to Contact*</i> | <i>Product Exhibit</i> | <i>Address</i> |
|--------------------------------|--------------------|-------------------------|---------------------------------|--|---|------------------------|---------------------------------------|
| Cluett, Peabody & Co., Inc. | Teachers Others | Tues. thru Thurs. | 9:00- 12:00 1:00- 5:00 | Cotton textiles for "Arrow" shirts | Wm. S. Keeline, Personnel Manager # or X | Yes | North Grosvenordale |
| Farrel-Birmingham Co. | Teachers Others | Mon. to Fri. | 1:00 to 4:00 | Rolls, Castings, Heavy Machinery | E. S. Coe, Plant Manager # or X | No | Main Street, Ansonia |
| Malleable Iron Fittings Co. | Teachers Others | Mon. to Wed. | 9:30 to Noon | Malleable Pipe Fittings, Steel Castings, Oil Burners | T. F. Hammer, President # or X | | Main Office, Branford |
| The Armstrong Mfg. Company | Teachers Others | Mon. thru Thurs. | 9:00 to 4:00 | Mechanics' Hand Tools | R. J. Ashmun, President Neither # nor X | No | 303 Knowlton Street, Bridgeport |
| The Bullard Company | Teachers Others | Mon. thru Fri. | 9:00 to 3:00 | Machine Tools | E. P. Blanchard, Director of Sales # or X | No | 286 Canfield Ave., Bridgeport |

* By Telephone—#
By Letter —X

| <i>Company Names</i> | <i>Visitors</i> | <i>Days</i> | <i>Hours</i> | <i>Products</i> | <i>Official to Contact*</i> | <i>Product Exhibit</i> | <i>Address</i> |
|---|-------------------------------------|-------------------------|---------------------------------------|---|--|------------------------|---|
| Metropolitan Body Company | Teachers Others | Mon. thru Thurs. | 9:00 to 10:30 & 1:00 to 2:00 | All Steel Multi-Stop Delivery Trucks | Wm. A. Snow, Personnel Manager * or X | No | 151 Kossuth St., Bridgeport |
| Moore Special Tool Company, Inc. | Teachers Others (4 at a time) | Tues. Wed. | 10:00 to Noon | Machine Tools and Dies—Jig Borer and Jig Grinder | Wm. C. Hoadley, Personnel Manager X | No | Main Office, 740 Union Ave., Bridgeport |
| Sprague Meter Co. | Teachers Others | Mon. Wed. Fri. | 9:30 to 3:00 | Cast Iron and Alumi- num Gas Meters | C. H. Abbott, Assistant General Manager * or X | No | 35 South Ave., Bridgeport |
| The Wiremold Co. | Teachers Others | Mon. thru Fri. | 10:00 to 4:00 | Electrical Wiring Systems | John D. Murphy, Vice President X | No | Railroad Place, Elmwood |
| Hat Corp. of America | Teachers Others | Tues. | 9:00 to Noon | Hats—Men's and Women's | W. P. Morin, Personnel Director X | No | Personnel Office, Osborne Ave., East Norwalk |
| Gilman Bros. Co. | Teachers Others | Tues. | 10:00 to Noon | Insulation and Stitched Padding | Laurence Gilman, President * or X | No | Gilman, Conn. |
| Matson Mill, Inc. | Teachers Others | Tues. Wed. Thurs. | 10:00 to 4:00 | Women's Wear, Coat- ings and Suitings | H. A. Landry, President and General Manager * or X | No | 65 Matson Hill Road, South Glastonbury |
| The Allen Mfg. Co. | Teachers Others | Tues. Wed. Thurs. | 10:00 1:00 or 11:30 3:00 | Hex Socket Screws | Mrs. Helen Graham, Employee Supervisor X | No | 133 Sheldon St., Hartford |
| Federal Electric Products Co. | Teachers Others | Mon. thru Fri. | 8:00 to 4:00 | Switches, Panel Boards, Motor Controls | Lewis A. Eadie, Personnel Director * or X | No | 1429 Park St., Hartford |
| Fuller Brush Co. | Teachers Others | Mon. thru Fri. | 9:00 to 10:00 & 1:00 to 2:00 | Brushes, Brooms, Mops, Etc. | Reception Desk Neither * nor X | No | 3580 Main St., Hartford |
| Hartford Gas Co. | Teachers Others | Tues. Wed. Thurs. | 10:00 to Noon & 2:00 to 4:00 | Manufactured Gas Service | A. C. Taylor, Sr., Superintendent of Production * | No | Plant Office, 60 Front St., Hartford |
| Niles-Bement-Pond Co. (Except Chandler- Evans Division) | Teachers Students | Mon. thru Fri. | 8:00 to 5:00 | Machine Tools, Small Tools, Gages and Air- craft Engine Accessories | George F. McDonough, Industrial Relations Manager X | No | Main Office Lobby on Charter Oak Blvd., West Hartford |
| Orkil, Inc. | Teachers Others | Mon. thru Thurs. | | Disk Harrows and Tractor Snow Plows | W. C. Schneider, Plant Manager * | No | Higganum |
| Royal Typewriter Co., Inc. | Teachers Others | Mon. thru Thurs. | 9:00 to 3:00 | Typewriters | H. J. Hart, Vice President * or X | Yes | 150 New Park Ave., Hartford (Main Entrance) |
| The Plastic Wire and Cable Corporation | Teachers Others | Tues. Wed. | 10:30 to 3:30 | Plastic Insulated Wire | Geo. H. Lane, Personnel Manager * or X | No | Main Office, East Main St., Jewett City |
| Local Industries | Teachers Others | Mon. thru Fri. | 9:00 to 4:00 | Fish Lures, Fish Nets, Displays of Wood | F. H. Leubuscher, President X | No | Lakeville |
| Cheney Brothers | Teachers Others | Tues. Wed. | 10:00 3:00 | Textiles | R. E. Wright, Industrial Relations Manager X | No | Main Office, 146 Hartford Rd., Manchester |
| Uncas Printing and Finishing Co., Inc. | Teachers | Mon. thru Fri. | 9:00 to 3:00 | Cotton Dress Goods, Draperies and Decorat- ing Fabrics | E. L. Clifford, Manager * or X | No | Mechanicsville |

* By Telephone—
By Letter —X

| <i>Company Names</i> | <i>Visitors</i> | <i>Days</i> | <i>Hours</i> | <i>Products</i> | <i>Official to Contact*</i> | <i>Product Exhibit</i> | <i>Address</i> |
|--|--------------------|-------------------------|-----------------------------------|--|--|------------------------|---|
| New Haven Trap Rock Company | Teachers Others | Mon. thru Fri. | 10:00 to 3:00 | Crushed Trap Rock and Blue Diamond Mix | John McKernan, Superintendent # | No | Middlefield |
| U. S. Electrical Motors, Inc. | Teachers Others | Tues. thru Thurs. | 1:00 to 3:00 | Electrical Motors | H. F. Dickinson, Personnel Manager X | No | Employment Office, Milford |
| Robertson Paper Box Company | Teachers | Mon. | 1:00 to 3:00 | Paperboard and Folding Paper Boxes | John B. O'Neill, Personnel Manager # or X | No | Employment Office, Montville |
| The Standard Machinery Company | Teachers Others | Tues. or Thurs | 9:00 to Noon | Extruders for the Wire and Cable, Rubber and Plastic Industries; Plastic Molding Presses, Compression Type | N. C. Wheeler, President-Treasurer X | No | 12 Water St., Mystic |
| United States Rubber Company—Synthetic Rubber Division | Teachers Others | Mon. thru Fri. | 2:00 | Synthetic Rubber | E. H. Baumer, Industrial Relations Department X | No | Elm St., Naugaruck |
| The Greist Mfg. Co. | Teachers | Mon. thru Fri. | 9:00 to 3:00 | Sewing Machine Attachments and Various Metal Stampings | A. P. Anthony Personnel Director X | Yes | Main Office, 446 Blake St., New Haven |
| Sargent & Company | Teachers Others | Mon. thru Fri. | 8:00 to 3:30 | Locks, Builders' Hardware, Hand Tools | S. R. Cullen, Director, Industrial Relations # or X | Yes | Water and Wallace Sts., New Haven |
| Sperry & Barnes Co. | Teachers Others | Mon. thru Fri. | 9:00 to Noon | Meat Products, Process | V. F. Cusano, Superintendent # or X | No | 188 Long Wharf, New Haven |
| New Haven Trap Rock Company | Teachers | Mon. thru Fri. | 10:00 to 3:00 | Crushed Trap Rock and Blue Diamond Mix | R. D. Brewer, Superintendent # | No | Route 80, North Branford |
| Marlin-Rockwell Corp. | Teachers Others | Tues. to Fri. | 1:30 to 4:00 | Ball Bearings | Wm. B. O'Connor, Personnel Director # or X | No | Employment Office, Plainville |
| New Haven Trap Rock Company | Teachers | Mon. thru Fri. | 10:00 to 3:00 | Crushed Trap Rock and Blue Diamond Mix | C. F. Bass, Superintendent # | No | Plainville |
| Trumbull Electric Manufacturing Co. | Teachers Others | Mon. thru Fri. | 9:00 to 3:30 | Electrical Control Apparatus | Henry T. Powers, Personnel Manager # or X | No | Plainville |
| The Rogers & Hubbard Company | Teachers Others | Mon. thru Fri. | 9:00 to 11:30 | Fertilizers, Insecticides | Ernest S. Davis, Assistant Secretary | No | South St. Entrance, Portland |
| Belding Heminway Corticelli Co. | Teachers Others | Mon. & Fri | 10:00 Noon | All Types Finished Threads, Cotton, Nylon, Silk, Rayon | L. B. Seaver, Manager, or R. Nelson, Superintendent # or X | No | Providence and Main Sts., Putnam |
| M. T. Stevens & Sons Co., Hockanum Mills | Teachers Others | | | Woolens and Worsted | W. L. Goddard, Manager # or X | No | Main Office, Rockville |
| Sidney Blumenthal & Co., Inc. | Teachers Others | Mon. thru Fri. | 10:00 to 3:00 | Pile Fabrics | George W. Heston, Personnel Director # or X | Yes | 37 Canal St., Shelton |
| J. & J. Cash, Inc. | Teachers | Tues. & Thurs. | 11:00- 12:00- 2:00- 4:00 | Woven Names | Wm. C. Roache # or X | No | South End of Chestnut St., South Norwalk |
| Atlas Powder Co. | Teachers Others | Mon. thru Fri. | 10:00 to 3:00 | Lacquers, Enamels, Thinners, Etc. | S. M. Low, Sales Promotion Manager Both # and X | No | Canal and Ludlow Sts., Stamford |

* By Telephone—#
By Letter —X

| <i>Company Names</i> | <i>Visitors</i> | <i>Days</i> | <i>Hours</i> | <i>Products</i> | <i>Official to Contact*</i> | <i>Product Exhibit</i> | <i>Address</i> |
|--|---------------------------|-------------------------|----------------------------------|---|--|------------------------|---|
| Electric Specialty Company | Teachers Others | Mon. thru Thurs. | 9:00- 11:00 2:00- 4:00 | Special Motors, Generators and Motor Generators | D. G. Shepherd, President * or X | No | 211 South St., Stamford |
| Norma Hoffman Bearings Corp. | Parties not exceeding six | Wed. | 10:00 to 3:00 | Ball and Roller Bearings | D. E. Batesole, Vice President-Engineer X | No | Main Entrance Hamilton Ave., Stamford |
| Petroleum Heat & Power Co. | Teachers | Tues. thru Thurs. | 1:30 to 3:00 | Oil Burner and Oil Heating Equipment | Raymond D. McCart, Factory Manager * or X | No | Main Entrance Southfield Ave., Stamford |
| Pitney-Bowes, Inc. | Teachers Others | Mon. thru Fri. | 8:30 to 4:00 | Mailing Machines, Postage Meters, Tax Machines | J. J. Morrow, Director of Personnel Relations * or X | Yes | Main Lobby, Entrance 69 Walnut St., Stamford |
| Cyril Johnson Woolen Company | Teachers Others | Tues. Wed. | 10:00- 12:00 1:00- 2:30 | Woolen Fabrics | R. A. Mitchell, Secretary-Treasurer X | No | 22 Furnace Ave., Stafford Springs |
| Warren Woolen Co. | Teachers Others | Mon. thru Fri. | 10:00 to 4:00 | Men's Suitings and Overcoatings | Mr. Rugen, Assistant Superintendent # | No | Stafford Springs |
| Ponemah Mills | Teachers Others | Tues. thru Fri. | 10:00 to 3:00 | Textiles | John C. Tobin, Superintendent D. T. Carroll, Personnel * or X | No | Taftville |
| The Eagle Lock Co. | Teachers Others | Thurs. | 2:00 to 4:00 | Padlocks, Cabinet Locks, Suitcase Locks, Screws | G. E. Lundquist, Acting General Manager X | No | Terryville |
| Torrington Mfg. Co. | Teachers | Mon. thru Fri. | 10:00 to 3:00 | Machines for Making Springs, Mill Machinery for Non-Ferrous Products, Fan Blades, Blower Wheels | S. W. Farnsworth, President # | Yes | 70 Franklin St., Torrington |
| Folding Cartons, Inc. | Teachers Others | Mon. to Fri. | 9:00 to 4:00 | Folding Paper Boxes | W. C. Harding, Manager * or X | No | Versailles |
| R. Wallace & Sons Mfg. Company | Teachers Others | Tues. Wed. Thurs. | 10:00 to 3:00 | Sterling and Silver Plated Flat Ware and Hollow Ware | H. Markowitz, Superintendent of Tours * or X | Yes | Personnel Office, Wallingford |
| Waterbury Farrel Foundry & Machine Company | Teachers Others | Wed. Thurs. | 2:00 to 4:00 | Rivet, Bolt, Screw and Nut Machinery | W. J. Secor, Superintendent # | No | 453 Bank St., Waterbury |
| Princeton Knitting Mills, Inc. | Teachers Others | Mon. thru Fri. | 9:00 to 3:00 | Knitted Fabrics, Finished Fabrics | John C. Bridgman Personnel Director * or X | No | 313 Mill St., Waterbury, 118 Echo Lake Road, Watertown |
| The Conn. Manifold Forms Co. | Teachers Others | Mon. thru Fri. | 9:00 to 4:00 | Carbon-Interleaved Business Forms | John Coolidge, President, or Harold Strom, Vice President * or X | No | 620 Oakwood Ave., West Hartford |
| The Whitlock Mfg. Company | Teachers | Mon. to Fri. | 9:00 to 3:00 | Heat Exchangers, Coils, Pressure Vessels, Weldments, Oil Storage Tanks | R. B. Prouty, Vice President * or X | No | South St., Elmwood, West Hartford |
| C. B. Dolge Co. | Teachers | | | Chemicals | I. Steig, Advertising Manager * or X | No | Westport |
| Sterling Engineering Corporation | Teachers Others | Mon. thru Fri. | 10:00 to 4:00 | Tools, Dies, Gages, Experimental Work | Carmine R. Lavieri, Treasurer Neither # nor X | No | Winsted, U. S. Route 44 |

* By Telephone—#
By Letter —X



"IS THIS MY LAST FLIGHT, DOC?"

"You get to thinking in a hospital bed. And ever since the control button on my mining car jammed and I crashed into the wall, I wondered what was going to happen to me. Sure, my leg was busted, but I knew I was ripped up inside, too. So, I got to worrying.

"Then one day my wife came in, acting kind of nervous, and tells me they want to fly me 500 miles to Dallas. 'They've got better equipment there and specialists to take care of you,' she says. Well, right then I knew I was hurt even worse than I'd imagined.

"They flew me to Dallas, all right — and you'd have thought I was the King of Siam . . . they chartered a plane just for me . . . flew a special nurse and doctor all the way from Dallas to look out for me on the trip . . . and fitted out the plane like a hospital room. There was even a place for my wife to sit beside me all the way.

"Maybe you know how my story is coming out. It couldn't be better. You see, I thought I was going to die. But those Dallas doctors and nurses sure knew just what to do. Give me three more months and I'll be back on the job — living proof that it pays to have good doctors and nurses, and a good boss and a good insurance company, all in my corner."

Liberty Mutual works to provide the best possible medical services for injured employees of policyholders, wherever located. This benefits the workers by helping them to get well more quickly and by restoring them to earning power at the earliest date consistent with good rehabilitation. It also benefits employers by reducing their insurance costs and increasing production. Liberty Mutual sets the pace in providing business insurance that better serves workers and employers alike.



LIBERTY MUTUAL INSURANCE COMPANY
LIBERTY MUTUAL FIRE INSURANCE COMPANY

★ *We work to keep you safe* . . . by providing protection for business, home and car owners . . . by removing the causes of home, ★
by relieving the pain and financial burden of accidents by prompt and friendly handling of claims.

NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

THE GOLD MEDAL AWARD of the Fashion Academy for product design has recently been given to the International Silver Company of Meriden, the first time a silver maker has received the honor.

According to Emil Hartman, director of the Fashion Academy, the selection was made because "The International Silver Company has imbued its sterling silver flatware service and harmonizing holloware with a deep richness of design and a modern elegance of styling that rightfully reflects the cultured discernment and innate style sense of the modern fashion-minded woman."

Evarts C. Stevens, president of International, accepted the gold medal award from Mr. Hartman.

★ ★ ★

WILLARD B. ROGERS, president and general manager of the Hotel Bond Company, Hartford, was elected a director of Rogers Corporation, Manchester, at the firm's recent annual meeting. The firm manufactures and fabricates fibrous and plastic materials.

Mr. Rogers is also president of the recently opened First National Bank of Manchester, of which Saul M. Silverstein, president of Rogers Corporation, is vice president.

DIRECTORS OF THE SILEX COMPANY, Hartford, have elected Monroe G. Smith as president. He will also serve as general manager and have over-all supervision of the entire Silex organization. Mr. Smith fills a vacancy caused by the death of Louis S. Schick.

Mr. Smith was graduated from the University of Pennsylvania's Wharton School of Commerce and Finance. He then became associated with the Firestone Tire and Rubber Company and during World War II he distinguished himself while serving as a special agent for the Federal Bureau of Investigation.

At the end of the war he joined Standard Brands as assistant controller. He was secretary and treasurer of the Plastics Manufacturing Company of Stamford prior to his appointment as general manager of Silex last January.

★ ★ ★

A. C. FINLAY has been appointed assistant director of the biochemical research and production division of Chas. Pfizer & Co., Inc., of Brooklyn, New York and Groton.

Associated with the firm since 1929, Mr. Finlay was previously in charge of the Pfizer culture development laboratories. He will be responsible for the coordination of activities in con-



THIS MONTH'S COVER PHOTO by Josef Scaylea is of a fine old colonial church at Rocky Hill.

nection with new product development by biochemical means, as well as implementing basic research being done on the production of known chemical products by new methods.

★ ★ ★

CONTROL OF THE BRISTOL MOTOR COMPANY has recently been acquired by Kingsley Swan and John Strong of Lyme, Connecticut. The company manufactures synchronous timing motors.

The following officers will direct the activities of the company: R. H. Winslow, president and treasurer; John Strong, executive vice president, and Kingsley Swan, secretary. The concern has moved its operations from Forestville to a five year old, 7,500 square foot, one story brick and steel plant in Old Saybrook. This new location will provide approximately three times the space that was previously used in Forestville, thus allowing the firm to increase its research, engineering and manufacturing facilities.

1850 ♦ 100th ANNIVERSARY ♦ 1950

ROBERTSON · PAPER · BOX

COMPANY · INCORPORATED

MONTVILLE · CONNECTICUT

NEW YORK · 420 LEXINGTON AVENUE — BOSTON · PARK SQUARE BUILDING

DICTATE and TRANSCRIBE WITH ONE MACHINE!

.... the Webster-Chicago Dictation Machine
Takes Dictation, Plays Back



Individuals and Corporations Agree: here's superior dictation service plus many new uses, to speed business, multiply personal effectiveness at amazing low cost.

A Webster-Chicago Electronic Memory Dictation Machine costs one-half to one-fifth as much as conventional dictating outfits in use today. And unless the wire record spool is filed indefinitely, most users need but the one spool which can be used and re-used thousands of times, *without* intermediate erasure or other preparation.



Dictate, Record, Playback

Dictate letters . . record clinical or laboratory data on the spot . . record meetings and court proceedings . . take inventory . . have field reports overnight . . all ready to play back or transcribe . . all with one machine . . all at astonishing low cost.



Get Low-Cost Dictation Story

Whether your organization is one-man, or giant size, don't deny yourself this flexible, economical daily aid. Mail the coupon for inspiring data.

HOYT CATLIN & COMPANY

Dictating Machines

211 State Street, Bridgeport. 3-2666

Hoyt Catlin & Company
211 State Street, Bridgeport, Conn.

Gentlemen: Without obligation please:
Arrange a demonstration for me

My name

Firm

Address

City Zone State

Tel. No.

A convenient time to phone me is

ALLAN DEWITT COLVIN, president and director of the Connecticut Power Company, New London, died recently at Lawrence Memorial Hospital after a short illness. Mr. Colvin was also a director of the Hartford Electric Light Company.

A graduate of Rensselaer Polytechnic Institute in 1906, Mr. Colvin was personal assistant to Dr. William L. Robb, famed physicist and consulting engineer at Columbia University, Trinity College and Rensselaer. He was a faculty member at Rensselaer from 1909 to 1911, when he joined the Hartford Electric Light Company as assistant to the general manager.

He became general manager in 1921 and served in that capacity in Hartford until 1929 when he went to New London as executive vice president of the Connecticut Power Company. He was named president in March, 1949.

Austin D. Barney has been named president of the company, succeeding Mr. Colvin. Mr. Barney is relinquishing the post of chairman of the board, to which he was elected March 8, succeeding Samuel Ferguson, who died in February. Mr. Barney is president of the Hartford Electric Light Company.

★ ★ ★

BY THE END OF 1950 the cost of postwar telephone expansion in Connecticut is expected to reach about \$100 million, Allerton F. Brooks, president of The Southern New England Telephone Company, New Haven, stated in the company's annual report to stockholders. The firm's construction program continued throughout 1949 with \$23 million allocated for the extension and improvement of service.

Since V-J Day the company has installed as many telephones as in the first 45 years of its history. Five out of six Connecticut families now have telephones, the highest ratio in any state, and four out of five of these telephones are dial operated.

According to the 20-page illustrated report there were 18,864 stockholders at the end of the year as compared with 12,060 at the end of 1948—an increase of 56 per cent. Mr. Brooks pointed out that from a beginning with three investors who furnished \$600, the company has grown in 72 years to an institution with total assets of more than \$183 million. Net earnings for 1949 were \$2.20 per share.



"FACTORY FRESH" delivery of precision-made bearing balls and burnishing materials is now possible through the development of this sealed metal canister, just announced by The Abbott Ball Company, Hartford.

THE ABBOTT BALL COMPANY, manufacturers of deep hardened, carbon steel bearing balls and burnishing materials, announces the development of a completely new, sealed metal canister for packaging its products. Made from 32-gage steel to withstand abnormally hard use, the new container insures "factory fresh" delivery of the fine, precision-made bearing balls and burnishing materials which the company ships to all parts of the country. An interior coating of lacquer gives the contents added protection in moist climates.

According to the company, use of these metal containers has reduced shipping weight substantially and facilitates easy handling and storage. Canisters are packed in reinforced cardboard cartons for shipment, thereby eliminating the need for conventional and expensive wooden cases.

★ ★ ★

THE ELECTION of Frank T. Carney as vice president in charge of sales for Bush Manufacturing Company, Hartford, has been announced by President J. W. Hatch.

Mr. Carney has been with the company since 1934, having served as works manager and assistant secretary.

★ ★ ★

THE FOUNDER AND PRESIDENT of the N. N. Hill Brass Company, East Hampton, Norman New-

ton Hill, died recently, less than two days after the death of his wife.

Mr. Hill started the business, which now employs more than 100 persons, in 1889. As the business grew, it expanded its lines of products from sleigh bells to other types of bells and bell toys, annually manufacturing more than 30,000,000 bells. The firm now occupies several large buildings only a block from the site of the barn in which the company was started.

Two of Mr. Hill's sons, Wyman N. Hill and Norman W. Hill, are now active in the business. Besides these two sons, he leaves a third son, Evelyn, four grandchildren and one great grandchild.

★ ★ ★

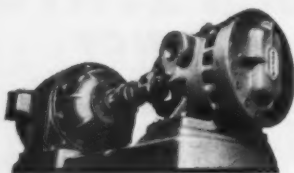
MEAD W. BATCHELOR, executive vice president of the Bridgeport Brass Company, Bridgeport, resigned from that position recently. He joined the firm in 1933 as a member of the engineering staff. Previously he had been employed by the Revere Copper and Brass Co., Inc., of Revere, Mass.

A native of Ansonia, Mr. Batchelor assisted in the design and construction of the company's first continuous rolling mill and became its superintendent in 1940. In 1942 he was made works manager in charge of the Bridgeport and Indianapolis, Ind. mills, and later was placed in charge of all manufacturing.

**SINCE
1895
Elevators**
Electric - Oilraulic
Passenger - Freight
Residence
• •
**INSTALLATION
INSPECTIONS
REPAIRS
MAINTENANCE**
• •
**The
Eastern Machinery Co.**

**Factory at
NEW HAVEN**

CLARK
Quality
BOLTS · NUTS · RIVETS
AND SCREWS
CLARK BROS BOLT CO.
MILDALE, CONN.
Quality Industrial Fasteners Since 1854



For Manufacturing,
Marine, Petroleum,
and Process Industries.
For Thin and
Thick Liquids. Capacities
from ¼ to 300 G.P.M. Pressures up
to 1,000 lbs. P.S.I. Used in transfer, pressure
lubrication and hydraulic applications

ROPER

Distributed By

J-B ENGINEERING SALES CO.

310R East St., New Haven Tel. 5-9311

Serving Connecticut Industry Since 1919

THE HENRY SOUTHER ENGINEERING CO.

Engineering & Chemical
Service

Water Purification

Industrial Waste Disposal

Research Facilities for
Industry

Hartford,

Conn.

Photostats

Drafting Supplies

Blueprints

Joseph Merritt & Co.

166 Pearl Street Hartford

Tel. 2-9498

Three years later he was promoted to vice president in charge of production and elected a member of the company's board of directors. In 1946, when the company joined with Noranda Mines, Ltd., in the formation of Noranda Copper and Brass, Ltd., of Montreal, Canada, he was elected vice president of that company.

★ ★ ★

AN ADDITION TO THE POWER TOOL LINE of the Charles L. Jarvis Company, Middletown, has just been announced. The new items are precision machine-ground tungsten carbide rotary files, and ground-from-the-solid carbide end mills and reamers. All units in the new and complete line of carbide rotary files are made of tungsten carbide and the manufacturer states that they will outlast ordinary carbon and high speed steel rotary files more than 50 times without re-grinding.

The new Jarvis solid carbide end mills are claimed to cut faster, stay sharp longer, do better work and save down-time. The new reamers are said to represent a new advance in tool design. Precision ground with an odd number of flutes to oppose a crushing load on the cutting edges, the maker claims they ream to closer tolerances providing more perfectly round holes.

★ ★ ★

INSCRIBED GOLD WATCHES were presented recently by New Departure Division of General Motors Corporation to its latest group of 25-year employees, each of whom had marked a quarter of a century with the Division during either January or February. The group included 22 Bristol plant employees, eight from Meriden and one employed in the firm's Los Angeles sales office.

Many of the Old Timers attended a luncheon held in their honor at the Endee Club.

★ ★ ★

LUCIEN T. WARNER, chairman of the board of trustees of the Warner Brothers Company, Bridgeport, died recently of a heart ailment. Mr. Warner, prominent in community affairs for many years, was also vice president of the Bridgeport-People's Savings Bank.

He was chairman of the board of directors of the YMCA, in which he had been an active member for a number of years.

He is survived by his wife and a son.

Designers and Manufacturers

of Tools, Dies, Jigs, Fixtures and
Gages

Jig Boring and Jig Grinding
Precision Form Grinding
Planing, Boring, Turning
Cincinnati, Lucas and Bullard
Machines

We build Special Machinery
and Parts

Welded Fabrications
We will do your Stampings and
Spot Welding
Progressive — Swedging
Broaching — Drawing
Short Runs — Long Runs

THE

SWAN TOOL & MACHINE CO.

30 Bartholomew Avenue

HARTFORD 6, CONNECTICUT

Save money

☆ Venetian blinds

☆ Shades

New England's largest
shade maker will save you
money because of our
large production and generous
commercial discounts.

Crampton's

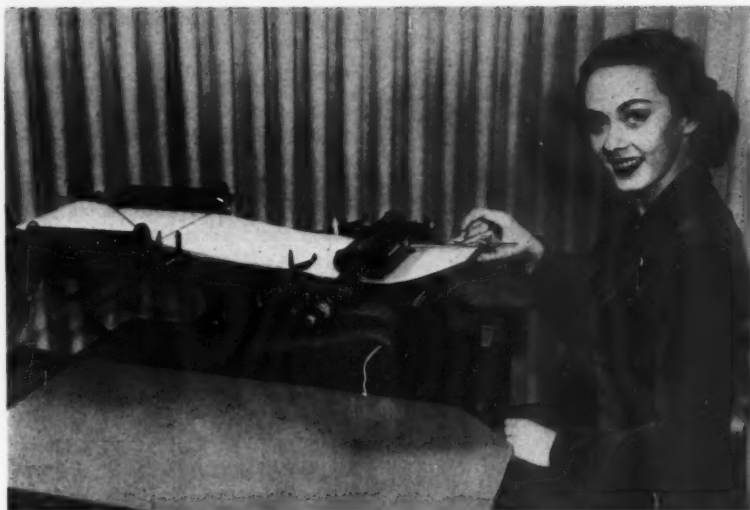
671 CHAPEL ST., NEW HAVEN

We specialize in . . .

**GROUND THREADS
GROUND GEAR TEETH
GROUND SPLINES
GROUND CAMS
BROACHING**

For full details write:

The Hartford Special Machinery Co.
Hartford, Conn.



UNDERWOOD'S NEW all electric Fanfold Writing Machine.

AUTOMATIC RETRACTION of carbon paper is a feature of the new Underwood All Electric Fanfold Writing Machine. A form measuring gauge equipped with clamp, grips and holds the top edge of a completed set of forms, while the carbon paper is automatically and electrically moved into the following set of forms.

Designed for use with either floating sheet carbon or roll carbon, this multi-copy electric writing machine increases production, and reduces operator effort to a minimum.

★ ★ ★

TEN EMPLOYEES of Rockbestos Products Corporation, New Haven, were honored recently for long service with the company at a special service award meeting called by President Phil-

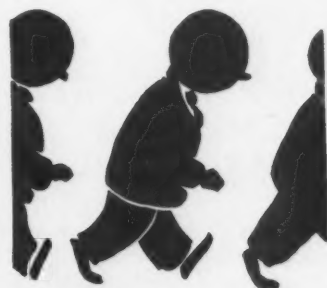
ip E. Carleton of the Hourglass Club, employee social organization.

Six employees were presented with Hourglass Club pins in recognition of 15 years of service. Two received ten-year pins, and two five-year pins. A. G. Newton, president of Rockbestos, spoke briefly to the group following the awarding of the pins by Mr. Carleton.

★ ★ ★

H. V. CLARK, vice president in charge of sales, Detroit Steel Corporation, has announced the promotion of Roland C. Perrault from sales representative to manager of the company's Worcester, Massachusetts, district office.

Mr. Clark succeeds J. B. Ribakoff, who has retired as a vice president of the corporation and manager of the Worcester office.



HURRY!
HURRY!
HURRY!

Certain jobs have to be done in a hurry. Deadlines for trade shows, sales conventions, dealer promotions, etc., have to be met.

Properly planned, lithography is the fastest possible method to use. Our better mechanical facilities give us the greatest flexibility in meeting emergencies. Our people, too, take special pride in their ability to solve difficult problems for a customer. We are not looking for trouble, but if you're in it, it will pay you to call us at 5-3157.

FOR *Modern* INDUSTRIAL, COMMERCIAL, RESIDENTIAL WIRING



WIREMOLD
RACEWAY SYSTEMS

THE WIREMOLD COMPANY
HARTFORD 10, CONNECTICUT



WWM49

K & B

KELLOGG & BULKELEY
419 FRANKLIN AVE., HARTFORD 1
LITHOGRAPHIC DIVISION OF
CONNECTICUT PRINTERS, INCORPORATED



NEW PRICE LEVELS MEAN NEW INSURABLE VALUES

Revised insurance coverage based on Continuous Appraisal Service prevents unnecessary over-insurance — hazardous under-insurance. It facilitates loss adjustments.

**The AMERICAN
APPRAISAL
Company**

Over Fifty Years of Service
OFFICES IN PRINCIPAL CITIES

DIE CASTING

- ZINC
- ALUMINUM
- QUALITY
- SERVICE
- EXPERIENCE



STEWART DIE CASTING DIV.

OF
STEWART-WARNER CORP.

38 AUSTIN ST.
BRIDGEPORT, CONN.
ALSO

4535 FULLERTON AVE.
CHICAGO 39, ILL.



FRANK S. CLARK, former vice president of Ansonia O. & C. Company, Ansonia, has recently become associated with the Russell Manufacturing Company, Middletown, it has been announced by G. M. Williams, president of the Middletown firm.

In his new post Mr. Clark will be concerned with the further development and expansion of the business of its elastic fabrics division. In this capacity he will work closely with D. H. Byerly, sales manager of the division and J. A. Hendley, vice president in charge of the web manufacturing division.

★ ★ ★

THE STATE-WIDE ADMINISTRATIVE ACTIVITIES of Connecticut Blue Cross have recently been transferred to new headquarters in the hospital plan's newly constructed home office building on Whitney Avenue, New Haven.

According to Robert Parnell, general manager, the new building will provide much needed space for properly maintaining records and serving the hospital plan's 986,000 members as well as the expanding membership of the surgical plan. Connecticut Medical Service, the surgical plan, will also occupy space in the new building. By grouping related departments, Blue Cross expects to develop more streamlined operation at even lower operating cost.

★ ★ ★

IN ITS 1949 ANNUAL REPORT to stockholders, The Connecticut Light and Power Company reported that due to the business recession experienced in part of last year, revenue from the sale of gas and electricity to industrial customers declined about 10 per cent, but was more than made up by greatly increased sales to household and commercial customers.

The attractive, well-planned report showed that with the installation at the company's Devon steam power plant of a 66,000 kilowatt turbogenerator—Connecticut's largest and one of the most powerful in New England—and the completion of other important projects, expenditures under the company's expansion program reached a postwar peak in 1949.

★ ★ ★

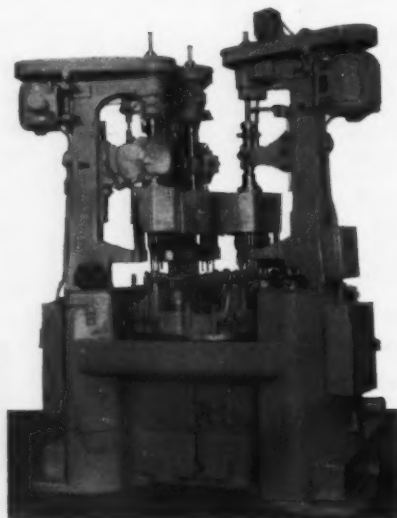
PRESIDENT RICHARD L. WHITE of Landers, Frary & Clark, New Britain, has announced the appointment of William H. Hansen to

CHAS. G. ALLEN CO.

DRILLING MACHINES

Drilling and Tapping
Motor Housings

This is but one of many special applications which can be applied to Allen multiple spindle setups.



LYMAN A. SMITH MACHINERY COMPANY, INC.

410 ASYLUM STREET, HARTFORD 1, CONN.

Telephone 7-0105

Exclusive Representatives in Connecticut

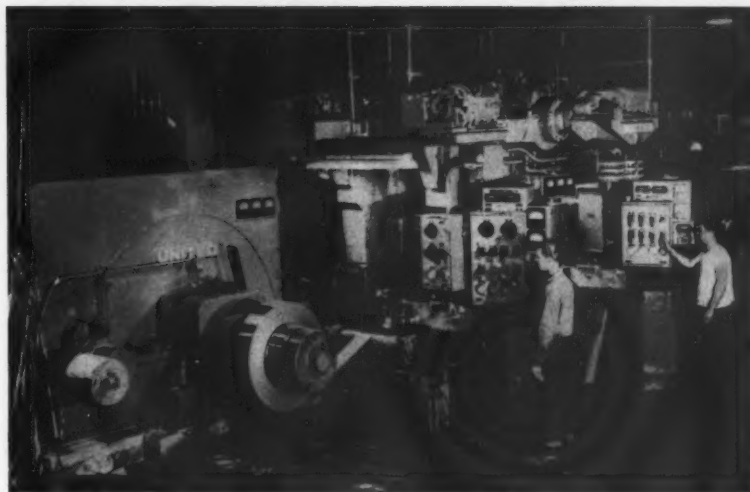
the newly created post of director of sales budgets. Mr. Hansen has been an official of the corporation for several years.

In his new position Mr. Hansen will be in charge of all market research and analysis, control of sales and advertising expenses and, in general, will be in charge of budgetary control of the sales of the corporation.

★ ★ ★

A NEW TWO-STAND, four high tandem mill manufactured by United Engineering & Foundry Company, Pittsburgh, Pennsylvania, has been added to the facilities of The Wallingford Steel Company, Wallingford. Used in the breakdown of stainless and carbon steel, it is said to reduce strip gage by as much as 40% in a single pass.

The addition of this new equipment, which is reported to be capable of cold-reducing 18-inch stainless and 22-inch carbon strip from 0.160- to 0.010-inches at speeds up to 800 feet per minute, is expected to enable Wallingford Steel to supply various



THIS IS THE NEW two-stand, four-high tandem mill, manufactured by United Engineering & Foundry Company, Pittsburgh, which has recently been added to the facilities of The Wallingford Steel Company.

types of steel more quickly than heretofore. It is part of the \$1,500,000 expansion program of the corporation.

★ ★ ★

GENERAL ELECTRIC'S HIGHEST RECOGNITION—the Charles

A. Coffin Award, has been received by Raymond N. Rowe, research engineer of the Trumbull Electric Manufacturing Company, Plainville.

Mr. Rowe was cited for his initiative in making an outstanding enclosed switch, which constituted the first real

Let us help you build A SOUND PENSION PLAN

Before you launch a pension program, investigate the

"CHURCHILL FORMULA"

THIS well-known, copyrighted procedure builds employee morale through a balanced system of benefits which gives proper recognition to:

- 1. YEARS OF SERVICE**
- 2. AMOUNT OF EARNINGS**

IN addition to eliminating frictions created by plans which accent earnings over seniority—or seniority over earnings—the special charts upon which the "Churchill Formula" is based will facilitate the administration of your plan—to a point which will amaze you by its simplicity and effectiveness.

BEGIN TO PLAN NOW

Write today for your copy of the "Churchill Formula for an Employee Pension Plan" and our handy "Pension Trust Check List."

EDWARD S. CHURCHILL

C. L. U. (Chartered Life Underwriter)

PENSION RESEARCH

Hartford National Bank Building

Hartford 4, Connecticut

Tel. Hartford 7-9222



**Call Edgcomb
FIRST**

FIRST THIS . . . 

THEN THIS . . . 

AND THIS . . . 

NOW THIS . . . 

Reg. U.S. Pat. Off.

"AND I'M NEW TOO!"

"I'm Edgy, and I suggest for fast, efficient service, call me . . . Just try to catch me with my stocks down!"



EDGCOMB STEEL of New England
MILFORD, CONNECTICUT
Phone Milford 2-1631

advance in the electrical control industry in years.

Mr. Rowe has been an employee of the Trumbull Company for over 20 years. He was graduated from Phillips Exeter Preparatory School in 1920 and attended the Massachusetts Institute of Technology.

★ ★ ★

AUSTIN D. BARNEY, vice chairman of the Connecticut Power Company, has been elected chairman of the board of directors, to succeed the late Samuel Ferguson. Mr. Barney is president of the Hartford Electric Light Company and of the Connecticut Power Company.

He is a director of a number of industrial, insurance and banking institutions as well as being active in civic and welfare organizations.

★ ★ ★

A PICTORIAL TRIP through the plant of the Malleable Iron Fittings Company, Branford, is possible through the firm's newly prepared brochure entitled "Steel Castings and Steel Facilities of the Malleable Iron Fittings Co."

Described in the booklet are all of the processes which are a part of the production of quality steel castings. Well chosen photographs show the laboratories engaged in sand testing and radiography, a method of x-raying steel castings to reveal unsound areas. The careful handling of patterns, production control and many other facilities which are available to M. I. F. customers are described in the pamphlet.

★ ★ ★

THE 1949 ANNUAL REPORT of Farrel-Birmingham Company, Inc., of Ansonia, recently distributed to its stockholders, shows the company to be in a healthy condition, notwithstanding a lessened and more normal demand for the company's products that has developed during the past year, reflected in net sales totaling \$15,776,293 for 1949 as compared with \$22,317,384 for 1948.

The report made note of the marked increase of competition for the sales dollar and pointed out some of the measures taken by the company to retain its favorable competitive position. These include the maintenance of conservative inventories, a continual plowing back of a portion of earnings into plant rehabilitation and modernization,

and the support of a progressive program of engineering development and research covering improvements to existing lines of machinery and the design of new machines for new fields of manufacture.

Profit for the year 1949 was stated to be \$910,291, of which \$480,090 was paid in cash dividends to stockholders.

★ ★ ★

AT A RECENT DIRECTORS MEETING of Farrel-Birmingham Company, Inc., Franklin Farrel 3rd was elected executive vice president; Joseph LeMay secretary and assistant treasurer; and Mrs. Wiliford Whiteside, assistant secretary.

Mr. Farrel is the fourth generation of the Farrel family in the management of the company founded by Almon and Franklin Farrel, Sr. in 1848. Entering the employ of the company in 1933, after graduating from Yale University, he worked for several years in various departments before becoming foundry manager in 1937, when he was also elected to the board of directors. In 1941 he was named assistant manager of manufacturing, and in 1943 was appointed plant manager of the Ansonia-Derby plants. The following year he was elected assistant treasurer and in 1945 became assistant to the president and secretary of the company.

Mr. LeMay entered the employ of the company in 1921 and was elected a director in January, 1947, when he



FRANKLIN FARREL, 3RD

also became general manager of the Atwood Division, which Farrel-Birmingham then operated at Stonington. He became controller in March, 1945, and general controller in June, 1947.

Mrs. Whiteside has been connected with the company in a secretarial capacity for many years. For the past several years her work has been closely related to the corporate affairs of the company.

★ ★ ★

PROPOSED FEDERAL POWER PROJECTS for New England were branded by Sherman R. Knapp, executive vice president of the Connect-

Speed Up YOUR BILLING AND SHIPPING WITH COMBINATION BUSINESS FORMS

A SINGLE MOTION REMOVES CARBON



FREE! A portfolio of 5 sample forms if requested on your business letterhead.

Hano inexpensive carbon interleaved forms save hours of needless carbon handling, eliminates repeat writings. Two, three or four separate forms can be combined into a single set for—

ONE WRITING OF ALL

- INVOICE—SHIPPING ORDER—PACKING SLIP
- INVOICE—LABEL—EXPRESS RECEIPT
- SHIPPING ORDER—BILLS OF LADING
- PRE-BILLING & BACK ORDER SYSTEMS

Forms are carbon interleaved snap-a-part style, ready for immediate use. Perfect carbon copies . . . speed up shipments and reduce overhead in the shipping department by making one writing do the work of two or three forms.

Stop errors . . . cut office costs. Low prices. Write or phone today for our representative to call.

PHILIP HANO COMPANY, Inc.

1888—Lithographed Business Forms—1950

179 ALLYN STREET, HARTFORD, CONN.

GENERAL OFFICES & FACTORY: HOLYOKE, MASS.

EASTERN OFFICES: NEW YORK—BOSTON—PROVIDENCE—WORCESTER



for WATER COOLERS

... OUR MODERATE MONTHLY SERVICE CONTRACT *assures*



PROMPT SATISFACTORY SERVICE by EXPERTS

for **COST • FREE SURVEY** *call:*


Waterbury 4-3319 New Haven 5-0602
Hartford 2-1789 Bridgeport 3-5787

THOMPSON
WATER COOLER CO.

IT'S BARNEY'S OF HARTFORD

- For executive and office furniture.
- For shop equipment.
- Free delivery anywhere in Conn.
- A representative will gladly call upon request. Trade-Ins accepted.

USED CALCULATING MACHINE DESKS

 **\$35.95**



SIZE 50" Wide, 30 1/4" High
30" Deep

WOOD OR STEEL WITH
LINOLEUM TOPS

Refinished: Green or Gray

BARNEY'S

450 FRONT ST. HARTFORD 5
CONNECTICUT • Phone 7-8129

FIRE BRICK CONSTRUCTION

• • •
Boiler Setting
Industrial Furnaces
Glass Melting Furnaces
Acid Tanks Relined
• • •

E. W. BRETT CO.

3-6184

West Hartford 35 Fairview St.

Manufacturers of

FIRE BRICK

DRY PRESS
IN ANY SHAPE
OR QUALITY DESIRED

THE
HOWARD COMPANY

250 BOULEVARD
NEW HAVEN, CONN.
TEL. 7-2040

FOR
PRECISION GEARS

Save Money!

Buy
PERKINS GEARS

All types made to your
order in any quantity.

Prompt Deliveries.

PERKINS MACHINE
& GEAR CO.

WEST SPRINGFIELD, MASS.

icut Light and Power Company as "merely political scenery for the real objective, nationalization of the power industry." Mr. Knapp addressed the Hartford Rotary Club at the Hotel Bond.

He said that complete federal development of water power during the next 10 years could reduce overall power costs "by only about 5 per cent, even using the government's method of figuring."

"New England has plenty of power today," he said, "as a result of the more than the half-billion-dollar construction program started by utility companies as soon as the War Production Board controls were lifted at the end of the war."

By 1960, Mr. Knapp predicted, the New England area will need facilities to produce 1,832,000 more kilowatts than is now available. He said that all hydro-electric production must be backed up with steam generating plants to provide a constant and adequate supply of electricity.

★ ★ ★

THE MANUFACTURE OF CUTLERY has recently been discontinued by Landers, Frary & Clark, New Britain, after more than 75 years in the business. In making this announcement, President Richard E. White pointed out that for many years this line had been decreasing in importance in the company and in 1949 had amounted to less than three per cent of the firm's business.

Another factor in the decision is said to be the very substantial increase in the company's other lines, particularly small appliances. Most of the employees engaged in the manufacture of cutlery have already been transferred to other divisions of the company.

★ ★ ★

FORTY-SEVEN EMPLOYEES of the Thompsonville plant of Bigelow-Sanford Carpet Company who have attained 25 years of continuous employment and two employees who have been with the company for a half century, were honored at a testimonial dinner held recently at the plant cafeteria.

The two employees who have served the company for 50 years, John Gill and Omer Chaine, were each presented with a diamond studded pin and \$500 cash award. Elliott I. Petersen, vice president for manufacturing, made the presentations.

STEEL CASTINGS

*From an ounce to
1000 lbs. each.*

*Try us for fast
delivery when your
needs are urgent.*

THE
NUTMEG CRUCIBLE STEEL

COMPANY

BRAUNFORD • CONNECTICUT

WHEN YOU PLAN YOUR
SPRING MEETINGS
AND CONFERENCES

CONSIDER

Interlaken Inn
LAKE WONONSCOPOMUC

*Ideal for Training Courses
In its quiet setting of 32 restful acres.*

GOLF—FISHING
TENNIS—SWIMMING
EXCELLENT FOOD

TELEPHONE

Mrs. Sally Simms, Secretary
Hartford 2-2902

CONTRACT MANUFACTURERS

- SPECIAL MACHINES
- MACHINE WORK
- SMALL STAMPINGS
- COMPLETE ASSEMBLIES
- SHEET METAL WORK
- BAKED ENAMEL FINISHES

YOUNGBERG BROS.

PHONE 1816

MERIDEN, CONN.

DIRECTORS OF VEEDER-ROOT, INC., Hartford, recently elected Harvey L. Spaunberg as executive vice president. Mr. Spaunberg has been associated with the company since 1919 when he joined the old Root Company in Bristol.

When the Hartford company was organized in 1928 he was made chief engineer, and in 1937 he became factory manager in charge of all manufacturing and engineering. In 1942 he became vice president.

★ ★ ★

AT THE TWELFTH ANNUAL MEETING of the Manufacturers Association of New Haven County, Marshall F. Beebe, superintendent of operation of United Illuminating Company, New Haven, was elected president of the association. He succeeds Harrison Fuller, president of the Fuller Merriam Company of West Haven, who completed two years in the office.

Other officers elected are Charles H. Costello, vice president of C. Cowles and Company, and Herman R. Giese, works manager and vice president of Sargent & Co., vice presidents; A. C. Gilbert, Jr., secretary of A. C. Gilbert Co., secretary; and J. Roy Reid, vice president of the First National Bank, treasurer.

Dwayne Orton, director of education, International Business Machines Corporation, addressed the group on the subject "Human Relations in Technical Times." Devoting the main portion of his address to the significance of human relations in industry today, Mr. Orton stressed the importance of individual job satisfaction and closer relationship between management and labor.

★ ★ ★

FIVE MANAGEMENT APPOINTMENTS have been announced by Trumbull Electric Manufacturing Company, Plainville. Vice President T. D. MacLafferty, in charge of marketing, announced the appointments of Richard C. Lipps as eastern regional manager; Allan A. Watson as central regional manager, and Charles Bangert, Jr., as product planning manager.

Vice President F. M. Oglee, in charge of employee and community relations, announced the appointment

of James P. Nolan as organization manager for employee training and research and job analysis. Robert C. Page was appointed to the position of designing engineer.

★ ★ ★

A New Tool

(Continued from page 5)

program thus far held, why shouldn't all other groups in our population be exposed, through a similar well-rounded Open House, to first-hand knowledge of how our enterprise system functions to give the average American three to ten times more material returns for his labors than is received by workers in other countries in the world.

Employees and their families should be given the first opportunity, for it has never occurred to some managements that many of its long-service employees have not had the opportunity of looking inside many departments of the plant or business where they work. By a well-planned and directed Open House of the B-I-E Day type, employees and their families can be given a thorough knowledge of the inter-dependence of all departments of the business, the significance of the contribution made by workers in each department to the success of the whole enterprise and the importance of the business to consumers, the welfare of employees, the community, the state and our nation.

Members of the clergy, town and state office holders and employees, congressmen and federal employees are samples of other groups who should be exposed to the real facts about our economy before the collective false convictions, now so widely held about our system, vote it out of existence.

A new and highly effective tool in the form of B-I-E Day-type of Open House has been forged and passed its tests with flying colors. Its utilization in every community and by every company is as necessary to the preservation of American free enterprise in the present "cold war" of ideas as intelligence and communications units were to winning battles during World War II. As stewards in the only free country left on earth, let's make haste to put it to maximum use before socialist folly sets back the clock a thousand years.

Like A Protective Glove!



Hand protection is essential for workers who

come in contact with oils. PREVENTO acts like a protective glove for sensitive skin. DOLGE recommends PREVENTO 200 for those who work with straight, non-soluble oils, or with solvents and paints; PREVENTO 300 where coolant emulsion touches the skin. 300 is also an effective cleaner.

Write for literature

PREVENTO
The C. B. DOLGE Co.
WESTPORT, CONNECTICUT

Engineered

Insulation

for your
plant or product

CALL A HOMESTEAD ENGINEER

Our 40 years of putting the right insulation in the right place can be valuable to you. This service, which has helped so many Connecticut industries to lower operating costs or to achieve a more efficient product, is available to you without obligation. Just phone 2-3107.

HOMESTEAD INSULATION
Company

Engineered Insulation for Efficient Industry
HARTFORD, CONNECTICUT



NEVER BEFORE have two colliers of the "Seam" class been at the dock of the T. A. D. Jones and Company, Inc. at the same time. The vessel on the left is the "Sewanee Seam" discharging a cargo of the finest New River coal for distribution throughout Connecticut. The vessel on the right is the "Sewell Seam" taking on Bunker "C" Fuel Oil from the tanks of the T. A. D. Jones and Company, Inc.

THE LARGEST IN THE WORLD and the most modern are these Seam vessels, having a cargo capacity of almost 12,000 net tons of coal.

AT NEW HAVEN, the T. A. D. Jones and Company, Inc., maintains the only commercial tidewater dock between Providence and New York equipped to handle these huge vessels.

T. A. D. JONES & COMPANY, INC.
NEW HAVEN • BRIDGEPORT
CONNECTICUT

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

THROUGHOUT the past six months over-all business conditions in Connecticut, while well below the boom levels of the early postwar years, nevertheless, have followed a relatively high peacetime pattern. For the last six months the index of general business activity in this State averaged 18% above normal and at no time varied more than two percentage points from that figure. For February the index is estimated at 17% above normal, the same as last month. In the first two months of this year the index has declined only two points whereas in the corresponding months of last year, with the 1949 recession underway, it experienced a sharp drop of thirteen points.

The United States index of industrial activity fell off three points in February to an estimated 19% above normal, largely as a result of coal shortages. However, the soft coal strike was settled during the first week of March and by the middle of the month the mines were producing on a full

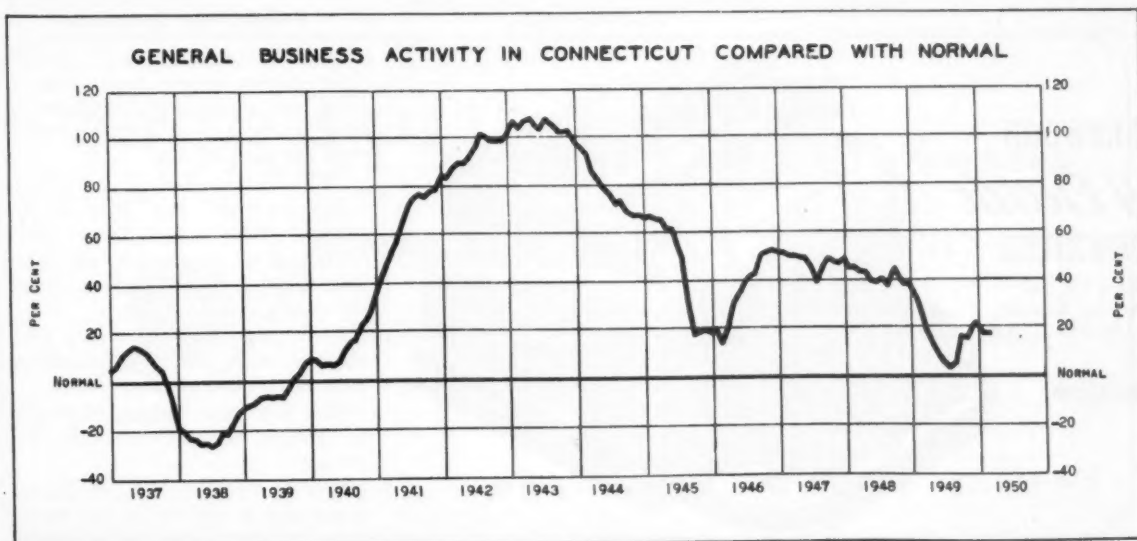
five-day work week.

The February index of manhours worked in Connecticut factories estimated at 23% above normal, showed no change from the preceding month. During the past year total manhours for the industrial areas included in the index declined 10%. Among the various localities the percentage decreases from a year ago were as follows: Bridgeport and Meriden 15, New Britain 10, Bristol and New Haven 9, Hartford and Stamford 8.

In February, for the fourth consecutive month, the index of manufacturing employment in Connecticut registered 20% above normal. The State Department of Labor reports that during February there were 710,000 persons employed in non-agricultural occupations in this State, of which 350,000 or 49% were in manufacturing. One year ago total non-agricultural employment was 744,000 and manufacturing accounted for 379,000 or 51%.

A comparative estimate of population in the United States, by the U. S. Bureau of the Census, reveals some of the changes which occurred among states and geographical divisions for the war period, April 1940 to July 1946, and the postwar years, July 1946 to July 1949. In the earlier period Connecticut's population increased 11.9% compared with a New England gain of 5.2% and a National growth of 6.3%. In the more recent period, July 1946 to July 1949, the population of this state rose 5.6% which was somewhat better than the New England average of 4.7% but did not quite keep pace with the United States increase of 6.3%.

An extensive study of "State Estimates of the Business Population" was presented in the December 1949 issue of "Survey of Current Business" published by the U. S. Department of Commerce. The report makes various comparisons of changes in the distribution of business firms by states and regions and by types of industry for the years 1944-1949. According to the study, the estimated number of firms in operation in Connecticut as of March 31, 1944 was 45,500. There was a rapid growth during the early postwar years to 58,800 in 1947, followed by a moderate decline to 56,900 in March 1949. A breakdown of the latter figure shows that retail trade accounted for 25,300, service industries 12,100, construction 6,800, manufacturing 4,200, wholesale trade 2,100 and all other industries 6,400. On a percentage basis the increase in the



IMPROVE OFFICE EFFICIENCY



with *All Electric* Typing...

**Your Secretary Saves Time and Effort
... Produces Better-Looking Letters**

Today, more than ever, employers need the most modern equipment to operate their offices efficiently. Use the UNDERWOOD ALL ELECTRIC TYPEWRITER . . . enabling your secretary to do more typing with less effort . . . as a foundation for this efficiency.

Watch your secretary speed up her typing...when she uses an Underwood All Electric.

Finger travel, hand travel are minimized . . . with *Electric Keyboard*, *Electric Shifting*, *Electric Line Spacing*, *Electric Tabulating*, *Electric Back Spacing* and *Electric Carriage Return*.

You see, *Electricity does the work* . . . conserving time, and energy. Finger-Form Keys encourage natural typing rhythm. After a busy day, the Underwood All Electric leaves

any secretary feeling fresh and relaxed.

Better letters will be produced because...with electric control...even spacing between characters, perfect alignment, and clear-cut uniform impressions are assured. And, as many carbon copies as you need... at light finger touch.

Economize with these advantages that speed up work...and save expensive retyping time and effort. Phone your local Underwood representative for a demonstration in your office on your own work.

Underwood Corporation

Typewriters . . . Adding Machines
Accounting Machines

Carbon Paper . . . Ribbons and other
Supplies

One Park Avenue New York 16, N. Y.
Underwood Limited, 135 Victoria Street
Toronto 1, Canada

Sales and Service
Everywhere

UNDERWOOD
All Electric
TYPEWRITER

... Made by the
Typewriter Leader
of the World



number of business firms in all categories in Connecticut from 1944 to 1949 was 24.9 as compared with a New England gain of 24.1 and a United States increase of 30.2. Following the pattern of wartime industrial and population shifts, a large part of the National growth in business establishments occurred in the Far West, Southwest and Southeast where the increases were 56.0%, 45.7% and 43.0%, respectively. Connecticut and New England also reflected a smaller increase than the Northwest but showed a somewhat greater growth than the Middle East, and the Central areas.

Since the middle of 1949, prices have held exceptionally firm and at the present time are only slightly below the standing of last June. The wholesale commodity index rose substantially from the beginning of 1946 to August 1948 when it stood at 110% above the January 1941 base. From that peak the index fell off steadily to +91% in June 1949 and since then has moved down only three points in eight months. The consumers' price index also advanced to an all-time high in August 1948, 73% above the 1941 base. After that there was a gradual decline to +68% in mid-1949 and a moderate two point decrease from then until January 1950.

New England's Decline Has an Upward Trend

(Continued from page 8)

People Are Optimistic

What of the attitude of the people? Two opinion surveys were made in 1948, one in Bridgeport and one in New Haven. Two questions asked were the same in both.

"What do you think of your area as a place to work?" and "What do you think of your area as a place to live?"

Combining the answers, and there were no large differences between the two areas:

89% considered their area a good place to work, and 88% considered their area a good place to live.

How can New England slip with that backlog of confidence, that vital attitude?

Now what's the meaning of all this, to you and to me? What can we do about it? Here are some things I think

we can do about it.

First and most important, we can be critical of criticism. We can look for facts, new facts behind every statement. People are parroting what others say about New England with complete disregard for the facts.

We can also look for motives—be suspicious. Is there some reason why we are asked to believe dire things about our part of the country? Is somebody trying to "sell us a bill of goods"?

We can support what is being done to promote, and—yes—to defend New England by such organizations as the New England Council, The Manufacturers Associations, The Chambers of Commerce, The Development Commissions. Intelligent research will show us our strength as well as our weaknesses. And keep in mind that New England's future is in its people, not its natural resources.

We can work for fair taxes, instead of unfair ones. We can work for good legislation to prevent the bad. We can see to it that New England isn't saddled with handicaps which promote the development of far away places but which may really cause a decline here.

We can fight for freedom, economic as well as political, so that we can reap the rewards we have a right to expect by being enterprising.

If we do these things, if we keep alert, keep competitive, keep our minds on opportunity instead of the lesser rights and guarantees, we'll continue to earn our share of the world's goods and have fun doing it. And New England's so-called "decline" will have an upward trend.

The Human Factor as Seen by an Industrial Relations Director

(Continued from page 12)

individual recognition, a sense of participation, a sense of belonging?

It seems to me that it can be accomplished and that it is being accomplished.

First of all, one of the most important things to remember is that it is not enough for the guy in the front office to believe and practice this. It must be lived and practiced every minute of every day by the front-line supervision.

Every valid survey of job satisfaction and job dissatisfaction which I have ever seen has pointed up the fact that the most important factor in a man's satisfaction or dissatisfaction with a job, as expressed by the man himself, was his immediate supervisor.

A program of good human relations can be effective only if it is applied consistently across the board. It must be remembered always that top management along with all other levels of supervision are dealing with people.

Here are some of the methods used at Sargent & Company to reconcile human satisfaction with the requirements of modern mass production:

1. Foreman's talks. They provide recognition. They emphasize the importance of the individual. They tell the individual what's going on and how it affects him. They give him an opportunity to participate in making some decisions that affect

him. They give him a chance to be heard. They give him a sense of belonging to the group.

2. Induction procedures. They start to build pride in the job, in the company, in its importance in the community, to the economy as a whole. They tell him what he has to know. They give him a sense of belonging. They give him recognition as an individual. They emphasize that he can expect fair treatment. They give him a sense of belonging already in the company family.

3. On-the-job training. It builds a sense of job pride. It demonstrates the importance of his operation.

4. Method of criticism. Criticism, if properly given and properly applied, can be used to stimulate a man's pride in his job, give him a sense of group loyalty. Criticism provides an opportunity for giving the worker a chance to be heard and for developing the importance of a job. Once criticized, a worker should never be allowed to leave for the day without the supervisor's seeing him once again to make certain that the criticism has been forgotten and that supervisor and subordinate are on the same terms as before.

5. Suggestion system. The suggestion system is a good medium of communication, enabling the employee to participate in developing ideas and methods that will affect him. It offers him an opportunity to be heard. It gives him a feeling of participating and a sense of belonging.

The GRAPHIC ARTS Company



Serving CONNECTICUT INDUSTRIES

*Photo Engraving • Photography • Photo Retouching
Advertising Art • Direct Mail Advertising*

172 HIGH STREET • HARTFORD • PHONE 2-0193

6. Employee-attitude surveys. Another important channel of communication. Perhaps the most effective way in a large organization for management to understand really which basic job motivations are going unsatisfied.

7. Employees' association. Provides a sense of belonging, a sense of participating in group activities, and an opportunity for satisfying some basic human wants outside of working hours but in a job-connected atmosphere.

The following additional activities, like those previously mentioned, can play an important part under modern mass production standards in satisfying the basic human needs, wants, motivations, or whatever you choose to call them.

8. Employees' magazine.
9. Annual report to employees.
10. Posted advertisements.
11. Departmental tours.
12. Grievance procedure.
13. Children's Christmas party.
14. Employees' show.
15. Personal counseling.
16. Interest in the individual via supervision.

All of these things are important. They are important because you are dealing with people. And, in almost all of your daily activities, your own income, your own welfare, your own satisfactions depend on how successful you are in getting the wholehearted cooperation of people with whom you live, work and play.

New Britain Machine Screw

(Continued from page 10)

that it will take one man to operate either the old or the new machine and add to this twenty cents for fringe benefits, such as social security tax, paid vacations, group insurance, and the like. This will give a labor total of \$1.70 an hour.

However, dividing this by the parts produced per hour, the new machine has a distinct advantage, for it will produce 240 parts an hour as against the old machine's 140 parts, making the new machine's total labor cost per piece, seven cents, as against twelve cents for the old machine.

The next step is to figure the daily saving and labor cost. Making 240

pieces an hour, the new machine will produce 1,920 pieces a day. Therefore, at twelve cents a piece on the old machine, this production would cost \$23.04; while at seven cents on the new machine, it would cost \$13.44, or a difference in labor savings of \$9.60 a day. Taking a forty hour week, at fifty weeks per year, this would amount to \$2,400.00 a year; and estimating additional fringe in savings in maintenance, upkeep, repairing parts, etc. at \$175.00, this makes a total annual saving on the new machine of \$2,575.00.

The final step is to figure the depreciation, taxes, and recovery on investment of the new machine. This gives you an annual rate of recovery of capital (assuming a ten year life) of \$742.00 (one-tenth of cost) and a depreciation on a twenty year schedule of \$371.00. The additional amounts to be recovered annually out of profit will be \$371.00. The earnings required over the ten year period would be \$371.00 subtracted from the depreciation, plus \$600.00 from profits before taxes, making a total of \$971.00. In other words, if the machine doesn't save that much in a year, you can't hope to get your capital investment back. If it will save more than that, the difference will be a net gain. Therefore, you subtract the required annual recovery of capital of \$971.00 from the total annual savings of \$2,575.00 and get an annual net return on your investment of \$1,604.00. This figure divide by \$7,420.00, the cost of the new machine, is approximately 21.6%. And that is the percentage return that the money will earn if you invest it in a new machine. What other present day investment could an industrial manager make which would give him a return of 21.6%?

To take an actual example, we would choose a machine from one of Connecticut's industries—an actual job tooled up and sold to a customer this year. This one automatic is replacing five machines in making a piece.

First of all, the purchaser saves operators, for the five machines which they replaced were being run by five operators and the new machine can be one of two run by the same operator. Then, of course, there is the floor space and the maintenance saved; also the savings made on tooling and set-up of five machines against the one.

All in all, the purchaser makes the work piece a lot cheaper on one automatic and maintains the production rate and quality too.

This is but one example which could be repeated many times by other Connecticut manufacturers of industrial equipment. The new, better methods are available. Managements and plant operating men should review their equipment from their own cost-cutting standpoint and also to keep Connecticut's industry producing competitively.

Select Personnel

ADMINISTRATIVE
ENGINEERING
COMMERCIAL
SALES

CAREY & COMPANY

Executive Personnel Service
302 FAIRFIELD AVE.
BRIDGEPORT 3, CONNECTICUT
TELEPHONE 3-6314

Affiliated office of
NATIONAL SALES
PERSONNEL SYSTEM

THOMAS W. HALL COMPANY INCORPORATED

STAMFORD, CONNECTICUT



Printing, Newspaper
& Lithographing Machinery
Paper Converting Equipment
Job Presses, Galleries &
Cabinets
Proof Presses, Balers, Cutters

FREE SANITARY SURVEY!

Let your Dolge Service Man make a complete sanitary survey of your premises with a view to helping achieve more effective, efficient, economical maintenance. Send for booklet No. 18.

The C. B. DOLGE CO.

WESTPORT, CONNECTICUT



MEET HIM...HE'S MANAGEMENT!

Every foreman, department head, group leader in The Bassick Company is made a vital part of management.

At monthly informal dinners, these men get together in fellowship with top company executives to discuss and solve problems important to their mutual welfare. Sometimes outside speakers are brought in for expert counsel.

Topics dealt with include: budgets; costs; systems for efficiency, suggestions and incentives; employee relations; specific problems (i.e. production bottlenecks, etc.); interpretation of shop rules; training new employees; and many more.

An interesting outgrowth of these monthly talks

is the annual meeting of Bassick salesmen and foremen which has been highly successful in building better understanding and cooperation between them.

We believe that men who work together should share responsibility. This is at once the essence of a free society and its greatest challenge to those who would destroy it.

We are happy to see more and more firms following this principle of teamwork . . . one of our most cherished American traditions.

THE BASSICK COMPANY, Bridgeport 2, Conn. Division of Stewart-Warner Corp. *In Canada:* Bassick Division, Stewart-Warner-Alemite Corp., Ltd., Belleville, Ont.



Bassick

Making more kinds
of Casters...
Making Casters
do more

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

UNDER present economic and political conditions, the trend of thinking with respect to Federal taxation appears to be as follows:

- (1) eliminate wartime excise taxes
- (2) reduce personal income taxes and
- (3) increase gift, inheritance and corporation taxes.

With the costs of maintaining our government increasing daily, it is obvious that any minor decreases in taxes must be offset by major increases in other types of taxation unless government spending is materially reduced. Yet, must the American business corporation be overburdened by this extra load? Is it not carrying a dangerous portion of the overall tax program at present? If the working capital of corporations is further impaired by increased taxes and the probability of having to pay the full tax liability within six months of the close of the year, may it not seriously jeopardize small companies and ultimately

mean an increase in our unemployment rolls?

If our economy is to be healthy, we must lay the foundation for a taxation program which will not only permit our operating enterprises to function in a manner which will invite full production and expansion, but also one which will tend to stimulate investor capital. Such a program would embody several changes in our present corporate tax laws, which are set forth herein for consideration.

Corporate Dividends: Under current taxation regulations, the recipient of the dividend is taxed, but the corporation is not permitted any deduction for such distribution, thus effecting a double taxation of this item. This inequity could be corrected either by allowing the paying corporation a tax deduction for such dividends paid or to pass on to the stockholder a tax credit based on the tax bracket in which the corporation falls.

Rate Bracket: Corporations having taxable income of \$50,000.00 or more are taxed at the rate of 38%, whereas those corporations whose taxable income is less than \$50,000.00 are subjected to special rates ranging from 21% to 53%, depending on the amount of income. A more logical basis would be to set a fixed rate of tax for all corporations.

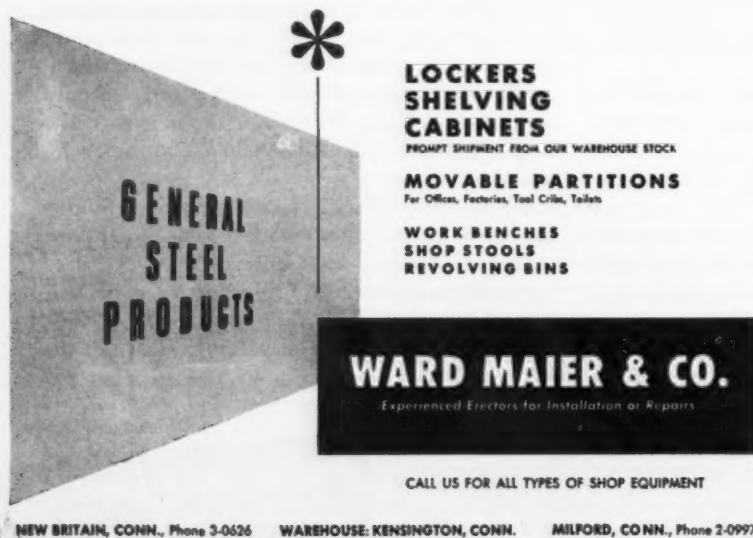
Flat Exemption: In order to assist both new corporations and the smaller concerns, a flat exemption of say \$10,000.00 to all corporations would be in order. Inasmuch as the bulk of our industrial workers are employed by these small companies it is just sound economic reasoning to give them every opportunity to stay in business and thrive.

Depreciation: Many companies now find themselves in the position of having fully depreciated their fixed assets on the basis of original cost, but due to the increase in replacement cost, do not have sufficient funds with which to replace the old machinery with new. A more liberal depreciation policy should be effected which would be realistic in allowing the accumulation of the needed reserves with which to replace assets at the existing economic level.

Operating Losses: For the purpose of Federal tax returns, corporations sustaining a net operating loss are given the opportunity to carry such losses back two years as an offset to taxable income of such prior period, and then carry forward for two years any unused operating loss. Indications are that this feature may be revised to a one year carryback and a five year carry forward.

With respect to corporations subject to the Connecticut tax, no benefits are allowed for operating losses. Under this condition many companies although incurring an operating loss are still subject to a fairly substantial State tax when they can least afford it. (Minimum tax computation basis). A more equitable basis would be to have the State tax conform with the Federal return.

The foregoing comments are made not with the thought of their being a cure-all for our many taxation problems, but merely as a suggestive approach to a fair tax program which would permit industrial concerns to operate on a sound basis without having to mold their financial policies around present tax programs.



GENERAL STEEL PRODUCTS

**LOCKERS
SHELVING
CABINETS**
PROMPT SHIPMENT FROM OUR WAREHOUSE STOCK

MOVABLE PARTITIONS
For Offices, Factories, Tool Crib, Tailors

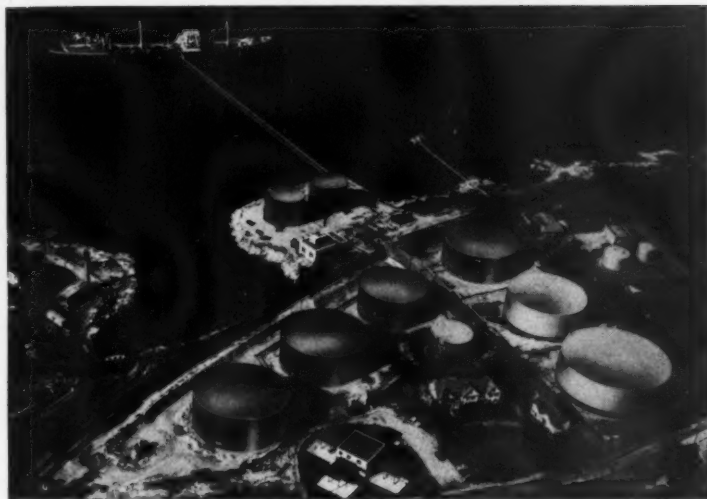
**WORK BENCHES
SHOP STOOLS
REVOLVING BINS**

WARD MAIER & CO.
Experienced Erectors for Installation or Repairs

CALL US FOR ALL TYPES OF SHOP EQUIPMENT

NEW BRITAIN, CONN., Phone 3-0626 WAREHOUSE: KENSINGTON, CONN. MILFORD, CONN., Phone 2-0997

For **BUNKER "C"** Service



GROTON TERMINAL—Rail, Truck And Barge Delivery To Eastern Connecticut.

... better see **BALCO**



**HERE'S A TEAM
THAT MEANS THE BEST
IN BUNKER "C"
SERVICE**

—your Balco service engineer and your Balco trucker. Balco engineers are ready to help in mapping your plans for conversion to Bunker "C" fuel oil. Call on them. They will give you the complete facts on this clean, easily stored, dependable type of fuel—show you why Balco is best equipped to serve you quickly, dependably and economically.

Then there's your Balco trucker. He is as close as your nearest telephone. Rely on him for prompt, courteous service on routine delivery or emergency orders. He'll always come through.

For more information telephone Hartford 9-3341 or write Box 1078, Hartford, Connecticut. Your call or inquiry will receive prompt and courteous attention.

THE BALLARD OIL CO.
HARTFORD, CONNECTICUT



BUSINESS TIPS

from

School of Business Administration

University of Connecticut

Reducing Distribution Costs*

THE primary objective of business, making profit, is rather well defined and fixed. The obstacles faced in accomplishing this objective, however, may vary in importance from one to another. Currently, for example, those responsible for the management of the sales segment of American business are studying to an unprecedented degree the question of reducing distribution costs.

Within the last two years the following books have been published on this subject: *How Manufacturers Reduce Their Distribution Costs*, Charles H. Sevin (Washington, D. C. United States Department of Commerce

1948); *Cutting Costs in Industry*, III, Distribution Costs, National Industrial Conference Board, Inc. Studies in Business Policy No. 41, 1950; *How to Reduce Distribution Costs*, Richard D. Crisp (New York: Funk and Wagnalls, 1948); *The Management of Marketing Costs*, James W. Culliton (Boston: Harvard School of Business Administration, 1948).

Just what is meant by the term distribution costs? As is generally true, a precise definition is difficult. Roughly speaking, the term may be said to include those costs incurred in getting orders, filling orders, and delivering orders. In the remainder of this short

article, the discussion will be confined primarily to that phase of distribution costs concerned with "getting orders."

This increased sales executive interest in the subject of distribution costs in recent months is in response to the changing relationships among sales income, costs, and margins; all of which have their effects on profit. During a period of rising sales volume the immediacy of the distribution cost problem is not great. For at this time, increasing distribution costs can be absorbed by increasing sales volume, thereby protecting or enhancing profits of the preceding period. But when sales begin to level off or decline—as has been true in many businesses during recent months—the search for cost reducing opportunities begins.

Sales executives, like others, have adapted certain tools in order to accomplish their objectives. The following is a partial list of such tools that we may refer to as "selling effort factors":

1. The sales call
2. The advertising message
3. The "selling" (as contrasted with the "protective") package
4. The price and terms of sale
5. The availability of product which is a function of the policy on distribution channels
6. The servicing and other "extras" that go with the purchase
7. The relationships established with customers
8. The family or line of products offered
9. Sales promotion activity.

Needless to say, there are other selling effort factors but the above list is suggestive and serves our purposes here.

Each of these selling effort factors is brought into use in order to produce sales volume. Each must be looked upon also as a "cost of buying sales." In view of this, they are the items falling under scrutiny when the cost of getting orders is appraised.

A typical approach used in facing the cost-of-getting-orders-problem is what might be termed the cost cutting approach. This involves asking such questions as: What expenditures can be trimmed to the bone? What expenditures can be reduced by a small amount? And then following through with action. For example, the "selling" package may be eliminated; six salesmen rather than eight may be used, with the number of sales calls being reduced accordingly; or the ex-

All in "One-Handee" Volume!



Just off the Press!

MACRAE'S BLUE BOOK

(57th Annual Edition)

Here, in one convenient volume, is America's oldest — and only — complete Industrial Buying Guide. Recommended by U. S. Gov't in all their Business Information Service Bulletins. Compact, convenient, authoritative, it is preferred at thousands of buying sources.

How to Get Your Free Copy

MacRae's Blue Book is distributed by Controlled Circulation to all important industries — not just manufacturers — on the basis of purchasing power and number of employees. Write us on your company letterhead, and your request will be forwarded to our circulation department for approval.

New England District Office
1020 HIGH STREET, WESTWOOD,
MASS.

C. J. RIDEOUT, Manager

penditures for advertising messages may be reduced 10 per cent.

When attacking distribution cost problems by this approach, it should be remembered (a) that total distribution costs are not the only consideration; such costs must be considered in terms of the ratio they represent in each sales dollar and (b) that by reducing expenditures on certain selling effort factors—when the decision to incur such expenditures was a sound one—sales volume frequently falls still further.

The more positive and more desirable approach to the solution of this problem is to search for ways of maintaining or even increasing current sales volume through increasing the effectiveness of each dollar spent on order getting. This is the hard way but often the better way. Some companies have dealt with this problem successfully by increasing the amount of time each salesman spends in actual selling. This may be attacked from several directions: (a) rerouting salesmen to increase daily calls (b) realigning territories to reduce travel time (c) having office personnel handle certain paper work rather than the salesman (d) planning calls in relation to opportunity. The same type of treatment can be applied to other selling effort factors to make sure that each is carrying its share of the cost load.

Success in the use of the procedure in the foregoing illustration has the same effect as adding additional man power to the sales force; but without the additional costs. This approach has the further advantage of appealing to most sales executives and often to the salesmen themselves. Good sales executives consider their primary responsibility that of producing sales for the company. The cost cutting approach to the distribution problem means a rationing of the very tools the sales executive uses to attain his objective.

The recipe for the management of sales volume is in some respects similar to the recipe for successful cake baking. Varying proportions of different ingredients are needed for both. The recipe for sales volume management requires adjustments to changing conditions. While it is true that an orderly retreat in expenditures for sales effort is sometimes called for, first consideration should be given to the so-called positive approach of maintaining or increasing sales volume by increasing the effectiveness of selling effort factors.



PRESIDENT W. A. PATTERSON's name heads a long list of top executives who have discovered the marvelous convenience and remarkable economy of dictating the TIME-MASTER way.

Mr. Patterson says: "I was amazed that a dictating machine could do so much. Really, I couldn't get along without my TIME-MASTER. And my secretary loves it. What my TIME-MASTER does for me it can do for any busy person who has to get things done!"

Right! No other dictating machine makes it so easy for busy people to get more done in less time—and at less cost. That's why the TIME-MASTER has become the most successful dictating machine in history. And the heart of the TIME-MASTER is the plastic *Memobelt* record, the only ONE-TIME recording medium.

With the *Memobelt*, there's no costly, troublesome resurfacing operation! It's so inexpensive to use that after transcribing, you simply file it, or throw it away! And . . . *Memobelts* are so small that 5 at once fit into an ordinary envelope for easy mailing!



Memobelt clarity and the TIME-MASTER's tiny Magic Ear attachment are a joy to secretaries—make transcribing a cinch!

Call your local Dictaphone representative today and arrange for a TIME-MASTER demonstration, free, in your own office.

Send for your free copy of "Does Your Dictating Date You?"



DICTAPHONE

THE GREATEST NAME IN DICTATION

CORPORATION

Only Dictaphone Corporation makes Dictaphone® Machines.

Dictaphone Corp.
Dept. K20
420 Lexington Ave., N. Y. 17, N. Y.

I would like to have a free copy of
"Does Your Dictating Date You?"

Your Name _____

Company _____

Street Address _____

City & Zone _____ State _____

A SUMMING UP*

By OPAL HILL MUNZ

Our American Way Of Doing Business

. IX

A UNIT OF STUDY (for the fifth and sixth grades)

Ed. Note: This is the last unit in this year's series of study aids. Next year the Association is planning to combine last year's "Political Rights" units with this year's series, to distribute to superintendents or principals for use by junior high school teachers, since many teachers and school authorities have recommended teaching the units at this higher level.

OUR forefathers who came to this land seeking freedom were rebels against economic restrictions as well as political restrictions.

They dreamed of an impartial government based on the individual's right to freedom in all areas of life.

It was their struggle for the realization of this dream which gave birth to our concept of democratic government and the free enterprise way of doing business, and also provided an example of men's true birthright for the peoples of the world.

Today, freedom of enterprise is as close to the hearts of democracy-loving Americans as freedom of speech, freedom of press, or freedom of worship.

It is close to our hearts because we have seen how the free enterprise system has served our country well throughout the course of American history. It is close to our hearts because we have seen personal initiative, released under freedom of enterprise, become the most creative force in the world. It is close to our hearts because we have seen how our American way of doing business, as it expanded and unfolded under our system of free enterprise, has accounted in large measure for our unparalleled prosperity and material greatness. It is close to our hearts because we have seen how, in totalitarian countries, the stifling of freedom of enterprise has inevitably led to oppression, regimentation, a general leveling down of living standards, the destruction of individual initiative, and finally the loss of all freedoms.

Tully Nettleton, writing for the Christian Science Monitor, asks, "What is free enterprise?"

Then he answers his own question in these words:

"Thousands of American businessmen, farmers and now labor unionists hold that it is an essential part of the system of freedoms under which the United States has

grown materially great and internationally influential.

"To them, this economic liberty, this freedom of initiative and choice in efforts and ways of making a living, is a necessary counterpart of the political liberty implicit in a democracy."

There is overwhelming evidence of the inherent vitality of our system of free enterprise and American way of doing business.

Dr. J. Frederic Dewhurst, in a recent exhaustive and analytical study entitled, "America's Needs and Resources," gives us statistics to show how our system of free enterprise has proved its merit and worth by lightening work, shortening hours, raising the real wages of workers, and giving us the highest standard of living in the world.

In their pamphlet, *The Miracle of America*, the Advertising Council, Incorporated, sums up Dr. Dewhurst's statistics thus:

"Within less than 100 years we have learned new and better ways of doing things. We have through our free, dynamic system, increased our output per manhour of work more than five times—from 27 cents to \$1.41 (in terms of today's purchasing power);

"Reduced our average work week from 70 hours to about 40 hours;

"Increased our national income 26 times, with a working force that has increased only about eight times;

"Given ourselves the highest standard of living ever known by any people in any country at any time;

"Produced close to one-third of the world's annual output of goods and services with less than one-fifteenth of the world's population and its land area, and little more than one-fifteenth of the world's natural resources."

Despite this overwhelming evidence that the free enterprise system has proved itself an essential element of democracy, there is an alarming trend toward planned economy throughout the world today.

Despite this overwhelming evidence that the free enterprise system is an economic asset, totalitarianism with its

one-party dictatorship, its secret police, its state ownership of the means of production and distribution, its hatred of political and economic freedoms, threatens the free enterprise system as it has never before been threatened.

Bewildered people, looking for panaceas for national and international ills, are accepting the philosophy of planned economy as something completely new.

However, the totalitarian way of doing business under a planned economy, where the state owns and operates the productive system, makes all the important decisions and has unlimited power to regulate business, is far from new.

Rather, it is the American free enterprise way of doing business, which places most of the productive facilities of the country in the hands of the people themselves, that is new.

William Henry Chamberlin says:

"One of the most familiar illusions of our time is that there is something new in substituting state planning and direction for the free play of individual judgment and initiative in economic life. Actually the road down which we are being lured with the siren slogans of planning and stabilization is a very old road, and a dead end road. Every society that has taken it has paid a heavy price in the loss of that vitality and resilience that can only come from individual freedom."

If the tidal wave of totalitarianism is to be withstood successfully and if our American way of doing business is to be saved, we must find a new awareness, a new understanding and a new appreciation of our way of life.

We must help our children understand that our American way of doing business, in its essence, really means freedom of choice and freedom of individual initiative. And we must help them understand that all freedoms perish with the loss of freedom of choice and freedom of individual initiative.

We can have no real freedom of enterprise and individual initiative in tomorrow's world unless our children

* Copyright 1948-1949 by Texas Manufacturers Association.

in today's world are taught to appreciate these freedoms and are inspired with a will to defend them. It will be the men who grow from today's children who tomorrow will have to deal directly and effectively with tyrannical powers of the world.

Never was there a time so ripe with opportunity to get down to brass tacks in helping our children understand what makes our American way of doing business tick, and why it should be safeguarded and protected at all costs.

Scope

It is felt that at this point, as we approach the close of this year's school, a unit of study is needed to sum up learning which has taken place in the past eight units, and to give the teacher an opportunity to discover and remove blind spots in the pupil's thinking and learning about our American way of doing business.

In developing this unit of study, A SUMMING UP, all the stories and factual material previously used should be sifted, and only the material chosen for review which will be most valuable in re-emphasizing pertinent facts pertaining to the American way of doing business: the heritage of our American way of doing business, reward for effort and accomplishment, fair competition, production, the right to own, the principle of a free market, the right to choose our work, and the right to patent.

Beginnings

(1) Stories of feudalism and of how the serfs were reduced to status of slaves under the feudal lords who, in their lust for power, always put personal ambition ahead of the welfare of their subjects.

(2) Stories of rulers of the middle ages who believed in the divine rights of kings, and who through oppressive taxes and other unfair regulations kept the people in a state of unproductive slavery.

(3) Stories of how the unhappy and discontented people of England sought freedom in America, and how the age-old struggle between those in authority and a freedom-loving people began all over again.

(4) Stories of how the royal governors of early America collected unjust taxes from the colonists, passed oppressive laws, and placed unfair and unjust restraints on their ways and methods of earning a living.

(5) Stories of the Revolutionary War, emphasizing the thought that it was brought on by Britain's interference with American business.

Reward for Effort and Accomplishment

(1) Stories that show how early colonists in America owned their own land and farmed it without having to give some feudal lord a major portion of the yield.

(2) Story of the Revolutionary War with emphasis on the thought that the war was fought as much for economic freedom as for political freedom.

(3) Story of how we got our Constitution and our Bill of Rights. Call attention to Article IX which was drawn to protect rights not specifically mentioned in the other Articles. Explain how Article IX has been interpreted to mean protection for our economic freedoms, such as the right of a business man to get a fair and reasonable profit from his investments, and of the working man to get a fair and reasonable wage for his labor.

Fair Competition: A Rule of the Game

(1) Stories of how European immigrants to America came here partly to escape the old guild restrictions on individual freedom, and how in this country they began to make goods in competition with one another with the thought of making a profit.

(2) Stories of how England forced the colonists to supply raw materials and markets only while the mother country did the manufacturing and selling, thus reducing to a minimum any competition from the colonies.

(3) Stories that show how the American Revolution helped us to gain immediate competition in world trade.

(4) Stories that show how the War of 1812 helped us make further gains in world trade competition.

(5) Stories of the Industrial Revolution that show how our country changed from small-scale handicraft production to the lively and sharp competition of modern industry.

(6) Stories of how the unfair competitive practices of the 1870's and 1880's led to controls being placed on the trusts by the people, through democratic processes.

What Our Country Makes, Makes Our Country

(1) Stories of how the growth of

industry was slow in coming to American colonies because of the restrictions placed upon them by the mother country. How England would not allow skilled labor to come to this country, nor the colonists to bring machines to America. How even after the Revolutionary War was fought and we had won our independence from England, we still had to look to that country for a long while as the source of our manufactured goods.

(2) Story of how the invention of machinery brought the Industrial Revolution to the United States. Point out how the invention and use of power machinery led to the establishment of factories as centers of production where formerly the centers of production had been in the home and the small shop.

(3) Stories that show how mass production developed in the United States.

(4) Stories that show how the War of 1812 brought rapid industrialization to our country, by making it possible for us to obtain many things from abroad and enabled us to begin producing for ourselves on a large scale.

(5) Stories that show how rapid industrialization and large scale production was a postwar achievement of the Civil War.

(6) Stories of how the introduction of mass production led to such abuses as child labor. Tell how these abuses were corrected through democratic processes.

The Right to Own

(1) Read to the pupils and discuss that part of the Constitution (Article V of the Bill of Rights) which carefully safeguarded the right of the individual to own property.

(2) Stories of how the Puritans and the Pilgrims brought to this country many of the English practices of restricting the rights of the people. How in most of the colonies it was necessary for a man to pay taxes and own property to vote. Story of how Thomas Dorr staged a rebellion in Rhode Island to win the vote for property-less men.

(3) Stories that tell of the communal experiments in the founding of Jamestown and Plymouth, and the vital change which private ownership made in these settlements.

(4) Story of our nation's westward expansion and how the easy acquisi-

tion of property helped to establish man's belief in the right of people to own property.

(5) Stories of how the Sherman Anti-Trust Laws were passed to prevent any one person or group of persons from obtaining a monopoly on property.

(6) Stories of totalitarian countries that show how property and the means of production have been taken over by the government. Emphasis should be placed on how public ownership of property and the means of production destroy freedom while private ownership of property and the means of production protect and preserve freedom.

"To Market, To Market, To Buy . . ."

(1) Stories that show how colonial markets were suppressed and regulated by England. How England sought to bring colonial markets completely under her control through the passage of the Stamp Act, the Navigation Act and the Molasses Act.

(2) Stories that show how the free market developed in America. How in colonial days the craftsmen dealt directly with the consumer. How later, craftsmen opened shops in growing towns and customers came to them. How, as they produced more goods than could be sold in the local markets, peddlers distributed the surplus goods to consumers in remote areas. How the trading post, the market place and fairs provided places for the free exchange of goods where prices were set by bargaining between producer and consumer.

(3) Story of how the Industrial Revolution led to mass production and hence to mass marketing.

(4) Stories that show how large scale production brought monopolistic practices which threatened our free market. How the ideals of democracy were applied to bring about business reforms.

(5) Stories of totalitarian countries and how under a planned economy a central market takes the place of the free market. How the individual has no choice about what he produces and uses.

The Right to Do the Work We Choose

(1) Story of the Industrial Revolution and how the machine changed ways of working and affected lives of workers.

(2) Stories of the westward expansion that show how dissatisfied workers who wished to escape hard working conditions in mill, shop and factory were able to exercise their right of freedom of choice in earning a living, by going in search of new lands.

(3) Stories of unions and how they were started. How the organization of unions divided the country into two opposing groups, those who felt unions were a conspiracy against the public and those who felt the laboring man had a right to organize and bargain collectively. How down through the years unions have done much good in improving working conditions. How many employers have also worked for the betterment of their employees. How unions are still criticized by many when they permit strikes to take place which affect national health, safety and welfare, because of their attitude toward workers who do not belong to unions, for feather-bedding practices (whereby workers are paid for work not performed or for unnecessary work), for jurisdictional strikes (work stoppages caused by arguments between two or more unions). How more and more owner and worker are coming to see that they must work together for each other's mutual benefit, playing the game fairly if democracy and our American way of doing business are to be saved.

(4) Stories that show how in countries with dictators people are slaves to the state and have no choice about where they work, or under what conditions they work.

The Right to Patent

(1) Stories of ancient times which show that because men had no way of protecting their discoveries and inventions, they guarded their secrets of invention by passing them down from father to son. Point out that this practice seriously restricted disclosures of inventions, and inventions were thus often lost to civilization.

(2) Stories of how the earliest form of patents was granted by Queen Elizabeth who levied high royalties on the inventions to raise money for her government.

(3) Story of how the right to patent was made possible in our Constitution. Read to the pupils and discuss that portion of the Constitution (Article 1, section 8, clause 8) which gave Congress the right to grant patents.

(4) Stories of some of America's great inventors and how they contributed to our nation's progress and prosperity. Emphasize how decreased costs, lowered prices and higher standards of living came about through the increased production made possible by machines invented by men encouraged by the hope of reward which came to them through the right of patent.

(5) Stories that show how the anti-trust laws apply equally to owner of property in general and the owner of patents in particular.

(6) Stories of how totalitarian countries set up their own bureaus of carefully chosen scientists and inventors. How this is in direct contrast to our practice in the United States where everyone has a chance.

General Purpose

The general purpose of this unit of study is to supplement and enrich the school curriculum.

Besides the textbooks in use, a list of additional ones which will make excellent enrichment material, may be obtained by writing The Manufacturers Association of Connecticut, 436 Capitol Avenue, Hartford.

Aims

The specific aims of this unit of study are:

- (1) To give an emotional as well as an intellectual appreciation of our American way of doing business.
- (2) To teach the relationship between democracy in political life and in economic life.
- (3) To show that the hope for a better way of doing business lies not in destroying, but in improving the present way.
- (4) To get across to pupils the basic concepts of our way of doing business.
- (5) To develop a basic vocabulary of our American way of doing business.
- (6) To show how our American way of business has developed.
- (7) To help pupils compare our way of doing business in a free economy with the way of doing business under a planned economy.
- (8) To help the pupils understand how our way of doing business in a free economy is superior to the way of doing business under a planned economy.
- (9) To help the pupils recognize the weaknesses and shortcomings of our way of doing business, and inspire them to do something about correcting them.

Launching the Unit

To launch this unit of study we submit the eighteenth installment of our serial story about Antares, the star-boy, who is living on earth and learning about our American way of life.

The Story: Our American Way of Doing Business Book

It was Monday morning. The fifth-graders sat around the talking table with Miss Hamilton. Everybody wanted to talk about Friday night's quizdown radio program.

Jerry said, "When my turn came, my heart popped right up in my throat and I couldn't do anything but gulp."

"I know what you mean," said Irene. "My face kept getting hotter and hotter and my fingers colder and colder."

"When I muffed a question," said Benny Mac, "and everybody on the opposite side started hooting and howling, my mind went as blank as Old Monk's. For a minute I forgot everything I had learned about our American way of doing business."

"Yeah!" said Johnny. "I never will forget how you looked when somebody on the opposing team yelled, 'Tie a piece of crepe on your brain, it's dead.'"

Antares, sitting by Benny Mac, was silent. His mind was far away. Something was giving him a great deal of worry. School would be out in just a few days. Should he go back to his sky-home, or stay on good earth a little longer? He was homesick for Mother Moon and Father Sun and his star-brothers and star-sisters. Still . . . It was fun living on good earth . . .

Filled with indecision, Antares heaved a heavy sigh.

Everybody stopped talking and looked in Antares' direction.

"What's eatin' you?" asked Jerry.

"That's for me to know and you to find out," said Antares, not wanting to tell.

"You'd better tell us about it, Antares," prompted Miss Hamilton, half guessing the truth.

"It's just that I can't make up my mind about something important," said Antares, hesitating.

"Spill it," urged Benny Mac.

"I think," said Miss Hamilton, "Antares is troubled about whether to go back to his sky-home when school is out, or to stay on with us a little longer."

Gratefully, Antares nodded his head to show that Miss Hamilton had guessed his secret.

"Aw, nuts," said Johnny. "You're going to stay."

"Of course you are," said Benny Mac. "You and I are going to be partners in business this summer."

"And I'm counting on having you for a pupil again next year," said Miss Hamilton. "You see, the school board is promoting me with all of you to the sixth grade."

"Well . . ." said Antares. "When you put it that way . . ."

"We've made up your mind for you," said Mary.

"Then I'm going to stay," said Antares.

"Right-o, Right-o," said everybody together.

"Now that that's settled," said Miss Hamilton, "let's get busy."

"Doin' what?" asked Benny Mac.

"Making a book," said Miss Hamilton, mysteriously.

Everybody leaned forward in eager anticipation.

"I want the book to be about our American way of doing business," Miss Hamilton told her pupils. "It'll take the place of final examinations."

The boys and girls immediately began to plan and work.

"The book ought to show how our way of doing business is better than the way of doing business in dictator countries," said Mary.

Jerry had the happy idea that the book ought to have pictures.

Fun and happiness and contented work were the order of the last two weeks of school.

When the book was finished it looked like this:

Page one

OUR AMERICAN WAY OF DOING BUSINESS

This year we studied about our American way of doing business.

We pretended we were detectives of democracy. We roamed all over town asking people questions.

The people helped us understand the meaning of big words they use to explain our way of doing business.

We learned that the American way of doing business means many things to many people, but that always it means individual freedom.

MIKE, THE POLICEMAN, on our school beat, said, "Planned economy is public enemy number one."

"People get

he said,"

some

get too big

britches,

affairs

Then he starts

'em around.

where they

Telling 'em

they earn

planned economy,"

"when they let

dictator

for his

and take over the

of their country.

PUSHING

Telling 'em

can work.

how much of what

they can keep.

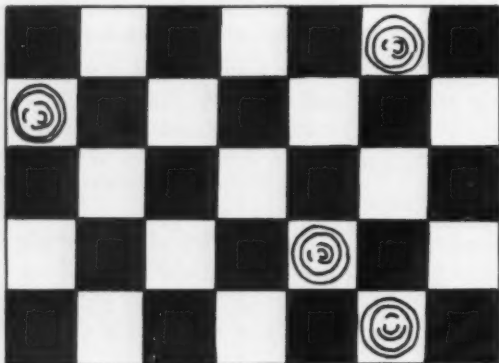


THEY NO LONGER HAVE ANY FREEDOM."

Page two

We asked an old checker player in our neighborhood park: "WHAT IS FREE ENTERPRISE?"

He chuckled and said, "That's as easy th answer as falling off a log backwards."



He said, "To me, free enter-prise is the right to work and save my money so that when I am old, I do not have to work, but can sit in the park and play checkers with my friends."

Page three

We stopped at the community bank to ask Mr. Jackson, the president, about the meaning of some of the words about our American way of doing business.

When we showed him our list he said, "Bless my soul, these words are really jaw-breakers."



Then he told us how free enterprise is the American way of doing business.

"Everybody," he said, "from the butcher and the baker and the candlestick maker, depends upon business for a living."

"Business means all the kinds of work people do in this country to make a living. It means everybody taking a chance on making a profit or going broke."

Page four

AN ITALIAN JANITOR at the farmer's market looked puzzled when we first asked him what FREE ENTERPRISE meant.

Then he broke into a toothless grin,

A
N
D
S
A
I
D,

"I can choose-a
my job..."

"I can work
where
I want-a..."

When
the
doctor
tell-a me I'm

one-a sick
man, I quit-a
my job in-a the factory.

"I go to work in out-a the doors."



Page five

A FARMER at the market who was selling bananas from the back of his truck, told us the meaning of COMPETITION.



Waving his hand in a sweeping motion to include all the other farmers doing business in the market-place, he said:

"Three hundred other guys like me selling fruits and vegetables and melons from the back of trucks. All of us trying to outsell each other at prices the people are willing and able to pay. All of us trying to make a profit and keep from going broke."

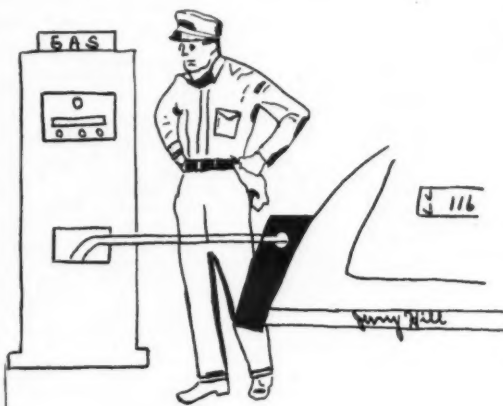
Page six

When we stopped at a corner FILLING STATION,
we found the operator measuring gas from the pump

i
n
t
o
t
h
e
t
a
n
k

of an automobile.

He said, "Our way of doing business gives me
the right to go into business oater-cornered from
another filling station and try to make a living
competing with the operator there."



Page seven

As we sat around the talking table with our teach-
er, Miss Hamilton, we learned that under our American
way of doing business....



...we have the right to own property which cannot
be taken away from us without due process of law....

...we have the right to work where we please and
to change jobs without permission....

...we have the right to earn and save...

...we have the right to make a profit...

We learned that freedom of choice in the market-
place is just as important as freedom of choice in the
polling place.

We learned that the game of business is like the
game of baseball. There must be rules. We learned
that the game of business is based on the rule of
fair competition.

We learned that in countries where people do not
have these rights they are slaves.

Freedom of the individual is the main difference
between our way of doing business and the way of doing
business in a dictatorship. Our American way of doing
business guarantees us freedom of choice, freedom to
risk, to lose, to win. In a dictatorship people have
no choice. THEY ARE SLAVES.

One day Benny Mac took the fin-
ished book and held it lovingly in his
hands.

"Each thing we've done," he said,
"has seemed to be the most wonderful,
until we did something else that turned
out to be even more exciting. The trip
to New York . . . the trip to Washing-
ton . . . our treasure hunts . . . the
radio quizdown."

"Yes," agreed Antares. "Everything
has been wonderful. How will I ever
settle down when I get back to my
sky-home?"

THINGS TO MAKE AND DO Word Grab-Bag

For a review of the words and
phrases that make up the basic vocabu-
lary of our American way of doing
business, plan a word grab-bag game.

The teacher should print the words
and phrases on slips of paper and
drop them into a bag. Each pupil
should be allowed to pick a slip from
the bag in which all the slips have
been placed. Each pupil should then
be given an opportunity to define and

explain the meaning of the word or
phrase.

For example the pupil who draws
the word "business" might say: "Busi-
ness means all the kinds of work
people do in a country to make a
living."

"Pop". Speeches

Plan a program consisting of two-
minute "pop" speeches, by several pu-
pils on the various subjects studied
this year dealing with our American
way of doing business: Our Heritage,
Reward for Effort and Accomplish-
ment, Fair Competition, What Our
Country Makes, Makes Our Country,
The Right to Own, Free Exchange of
Goods, The Right to Choose Our
Work, and The Right to Patent.

Frieze on Our Constitution

Make a frieze with scenes featuring
those sections of the Constitution and
the Bill of Rights that protect our way
of doing business.

(Scene one): Based on Article IX
which was drawn to protect all rights

not specifically mentioned in the other
Articles.

(Scene two): Based on Article X,
which guarantees that no person "shall
be deprived of life, liberty or prop-
erty, without due process of law, nor
shall private property be taken for
public use without just compensation."

(Scene three): Section one of Ar-
ticle XIV which reaffirms the concept
stated in scene two, and gives implied
protection to freedom of action and
freedom of choice.

(Scene four): Article I, section 8,
clause 8, which gave Congress the
power to grant patents: "The Congress
shall have the power . . . to promote
the progress of science and useful arts
by securing for limited times to au-
thors and inventors the exclusive rights
of their respective writings and dis-
coveries."

Culminating Program

If the dramatization of the story,
"Big Words with Big Meanings," is
carefully and thoughtfully prepared,
it could be used effectively as a clos-
ing program for parents and pupils in
other grades.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

| | | | | | |
|---|---|--|--------------------------------------|---|--|
| Accounting Forms | | Automotive Friction Fabrics | | Bleaching, Dyeing, Printing & Finishing | |
| Baker Goodyear C Tohe | New Haven | Russell Mfg Co The | Middletown | Glasse Finishing Co The | Glasse |
| Accounting Machines | | Automotive Parts | | United States Finishing Company The | (textile fabrics) Norwich |
| Underwood Corporation | Bridgeport | Eis Manufacturing Co (Hydraulic and Mechanical) | Middletown | Blocks | |
| Adding Machines | | Automotive & Service Station Equipment | | Howard Company (cupola fire clay) | New Haven |
| Underwood Corporation | Bridgeport | Raybestos Div of Raybestos-Manhattan Inc The | (brake service machinery) Bridgeport | Blower Fans | Plainville |
| Advertising Specialties | | Scovill Manufacturing Company (Canned Oil Dispensers) | Waterbury 91 | Spencer Turbine Co The | Hartford |
| H C Cook Co The 32 Beaver St | Ansonia | Automotive Tools | | Blower Systems | |
| Waterbury Companies Inc | Waterbury | Eis Manufacturing Company | Middletown | Colonial Blower Company | Plainville |
| Aero Webbing Products | | Badges and Metals | | Ripley Co | Middletown |
| Russell Mfg Co | Middletown | Waterbury Companies Inc | Waterbury | Blueprints and Photostats | |
| Air Compressors | | Bags—Paper | | Joseph Merritt & Co | Hartford |
| Airline Manufacturing Company The | Warehouse Point | American Paper Goods Company The | Kensington | Boilers | |
| Spencer Turbine Co The | Hartford | Bakelite Moldings | | Bigelow Co The | New Haven |
| Air Conditioning | | Watertown Mfg Co The | Watertown | Petroleum Heat & Power Co (domestic only) | Stamford |
| Norwalk Airconditioning Corp The (forced air heating units oil fired) | South Norwalk | Balls | | Bolts and Nuts | |
| Air Impellers | | Abbott Ball Co The (steel bearing and burnishing) | Hartford | Blake & Johnson Co The (nuts machine screws, bolts, stove) | Waterville |
| The Torrington Manufacturing Co | Torrington | Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) | Hartford | Clark Brothers Bolt Co | Middle |
| Aircraft | | Kilian Steel Ball Corp The | Hartford | O K Tool Co Inc The (T-Slot) | 33 Hull St Shelton |
| Sikorasky Aircraft Division United Aircraft Corporation (helicopters) | Bridgeport | Barrels | | Bonderizing | |
| Aircraft Accessories | | Abbott Ball Co The (burnishing and tumbling) | Hartford | Claireglow Mfg Company | Portland |
| Chandler Evans Division | Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) | Hartford Steel Ball Co The (tumbling) | Hartford | Leeds Electric and Mfg Co The | Hartford |
| Warren McArthur Corp (Airplane Seatings) | Bantam | Bathroom Accessories | | Bottle Openers | |
| Aircraft Electrical Testing Equipment | | Autoyre Company The | Oakville | Scovill Mfg Co (steel, anodized aluminum) | Waterbury |
| United Manufacturing Co Div United Advertising Corp | New Haven | Charles Parker Co The | Meriden | Box Board | |
| Aircraft Instruments | | Bath Tubs | | Lydall & Foulds Paper Co The | Manchester |
| Gorn Electric Company Inc | Stamford | Dextone Company | New Haven | National Folding Box Co Inc | New Haven |
| Aircraft—Repair & Overhaul | | Batteries | | Robertson Paper Box Co | Montville |
| Airport Department Pratt & Whitney Aircraft Division | Rentschler Field East Hartford | Bond Electric Corporation Division of Olin Industries Inc (flashlight, radio, hearing aid and others) | New Haven | Robert Gair Co | Portland |
| United Airports Div United Aircraft Corp | Rentschler Field East Hartford | Winchester Repeating Arms Co Division of Olin Industries Inc (flashlight, radio, hearing aid and others) | New Haven | Boxes | |
| Air Ducts | | Fafnir Bearing Co (ball) | New Britain | Airline Manufacturing Company (steel cash, bond, security and mail boxes) | Warehouse Point |
| Wiremold Co The (Retractable) | Hartford | New Departure Div of General Motors (ball) | Bristol | Claireglow Mfg Company (metal) | Portland |
| Air Heaters—Direct Fired | | Norma-Hoffmann Bearings Corp (ball and roller) | Stamford | Merriam Mfg Co (steel cash, bond, fitted tool and tackle boxes) | Durham |
| Peabody Engineering Corporation | Stamford | Bellows | | Robert Gair Co (corrugated and solid fibre shipping containers) | Portland |
| Aluminum Castings | | Bridgeport Thermostat Company Inc (metallic) | Bridgeport | Boxes and Crates | |
| Eastern Malleable Iron Company The | Naugatuck | Bridgeport Thermostat Company Inc | Bridgeport | City Lumber Co of Bridgeport Inc The | Bridgeport |
| Newton-New Haven Co. 688 Third Avenue | West Haven | Bellows Assemblies | | Atlantic Carton Corp | Norwich |
| Aluminum Forgings | | Bridgeport Thermostat Company Inc | Bridgeport | Bridgeport Paper Box Co | Bridgeport |
| Scovill Manufacturing Company | Waterbury 91 | Bellows Shaft Seal Assemblies | | Carpenter-Hayes Paper Box Co Inc The | East Hampton |
| Aluminum Ingots | | Bridgeport Thermostat Company Inc | Bridgeport | Folding Cartons Incorporated (paper, folding) | Versailles |
| Lapides Metals Corp | New Haven | Bells | | M S Dowd Carton Co | Groton |
| Aluminum Lasts | | Bevin Brothers Mfg Co. | East Hampton | National Folding Box Co Inc (paper folding) | New Haven |
| Shoe Hardware Div U S Rubber Company | Waterbury | Gong Bell Co The | East Hampton | New Haven Pulp & Board Co The | New Haven |
| Aluminum—Sheets & Coils | | Gaynor Electric Company Inc (and buzzers) | Bridgeport | Robertson Paper Box Co | Montville |
| United Smelting & Aluminum Co Inc | New Haven | N N Hill Brass Co The | East Hampton | Robert Gair Co | Portland |
| Ammunition | | Belt Fasteners | | S R Curtis & Sons Inc | Sandy Hook |
| Remington Arms Co Inc and Peters Cartridge Div | Bridgeport | Bristol Company The | Waterbury | Warner Brothers Company The | Bridgeport |
| Winchester Repeating Arms Company Division | New Haven | Saling Manufacturing Company (patented self-aligning) | Unionville | Boxes—Paper—Setup | |
| Anodizing | | Belted | | Bridgeport Paper Box Co | Bridgeport |
| Conn Metal Finishing Co | Hamden | Hartford Belting Co | Hartford | Heminway Corporation The | Waterbury |
| Apparel Fabrics—Woolen & Worsted | | Russell Mfg Co The | Middletown | Strouse Adler Company The | New Haven |
| Broad Brook Company | Broad Brook | Thames Belting Co The | Norwich | Braided Fiberglass Slewing | |
| Artificial Leather | | Benches | | Ansonia O & C Co | Ansonia |
| Permatex Fabrica Corp The | Jewett City | Charles Parker Co The (piano) | Meriden | Brake Cables | |
| Asbestos | | Bends—Pipe or Tube | | Eis Manufacturing Co | Middletown |
| Auburn Manufacturing Company The (gaskets, packings, wicks) | Middletown | National Pipe Bending Co The | 160 River St New Haven | Brake Linings | |
| Raybestos Div of Raybestos-Manhattan Inc The | (brake linings, clutch facings, sheet packing and wick) | Bent Wood Products | | Raybestos Div of Raybestos-Manhattan Inc The | (automotive and industrial) Bridgeport |
| Asbestos & Rubber Packing | | Sorensen & Peters Inc | Pawcatuck | Russell Mfg Co The | Middletown |
| Colt's Manufacturing Company Inc | Hartford | Bicycle Coaster Brakes | | Brake Service Parts | |
| Greist Manufacturing Co The | New Haven | New Departure Div General Motors Corp | Bristol | American Brass Co The (sheet, wire, rods, tubes) | Waterbury |
| Han-Dee Spring and Manufacturing Co The | (Small) Hartford | Bicycle Sundries | | Bridgeport Brass Company (sheet, rod, wire and tubing) | Bridgeport |
| Wallace Barnes Co The Div Associated Spring Corp | Bristol | Binders Board | | Bristol Brass Corp The (sheet, wire, rods) | Bristol |
| Auto Cable Housing | | Colonial Board Company | Manchester | Chase Brass & Copper Co | Waterbury |
| Wiremold Company The | Hartford | Biological Products | | Miller Company The (phosphor bronze and brass in sheets, strips, rolls) | Meriden |
| Automatic Control Instruments | | Ernst Bischoff Company Inc | Ivoryton | Plume & Atwood Mfg Co The (sheet, wire, rod) | Meriden |
| Bristol Co The (temperature, pressure, flow, humidity, time) | Waterbury | Blacking Salts for Metals | | Scovill Manufacturing Company | Waterbury 91 |
| Automobile Accessories | | Mitchell-Bradford Chemical Co | Bridgeport | Tinsheet Metals Co The (sheets and rolls) | Waterbury |
| Kilborn-Sauer Company (lights and other accessories) | Fairfield | Blades | | Western Brass Mills Division of Olin Industries Inc (sheet, strip) | New Haven |
| Raybestos Div of Raybestos-Manhattan Inc The | (brake lining, rivet brass, clutch facings, packing) | Canewell Manufacturing Company Metal Saw Division (hack saw and band saw) | Hartford | Brass & Bronze Ingot Metal | |
| | | Blankets—Automatic | | Plume & Atwood Mfg Co The | Thomaston |
| | | General Electric Company | Bridgeport | Whipple and Choate Company The | Bridgeport |

I T ' S M A D E I N C O N N E C T I C U T

Brass, Bronze & Aluminum Castings
Victors Brass Foundry Inc. Guilford
American Brass Company The Waterbury
Plume & Atwood Mfg Co The (to order) Waterbury
Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford
Scovill Manufacturing Company (to order) Waterbury 91
Western Brass Mills Division of Olin Industries Inc (to order) New Haven

Brass Mill Products
American Brass Company The Waterbury
Bridgeport Brass Co Bridgeport
Chase Brass & Copper Co Waterbury
Plume & Atwood Mfg Co The Thomaston
Scovill Manufacturing Company Waterbury 91
Western Brass Mills Division of Olin Industries Inc New Haven

Brass Wall Plates
Gaynor Electric Company Inc Bridgeport

Brick-Building
Donnelly Brick Co The New Britain

Bricks-Fire
Howard Company New Haven

Bright Wire Goods
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven

Broaching
Hartford Special Machinery Co The Hartford

Brooms-Brushes
Fuller Brush Co The Hartford

Buckles
B Schwanda & Sons Staffordville
G E Prentice Mfg Co The Kensington
Hatheway Mfg Co The (Dec Rings) Bridgeport
Hawie Mfg Co The Bridgeport
John M Russell Mfg Co Inc Naugatuck
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury

Buffing Compounds
Roberts Rouge Co The Stratford

Buffing & Polishing Compositions
Apothecaries Hall Co Waterbury
Lea Mfg Co Waterbury

Buffing Wheels
Williamsville Buff Div The Bullard Clark Company Danielson

Burners
Plume & Atwood Mfg Co The (kerosene oil lighting) Waterbury

Burners-Automatic
Peabody Engineering Corporation Stamford

Burners-Coal and Oil
Peabody Engineering Corporation (Combined) Stamford

Burners-Gas
Peabody Engineering Corporation (Blast Furnace) Stamford

Burners-Gas and Oil
Peabody Engineering Corporation (Combined) Stamford

Burners-Refinery
Peabody Engineering Corporation (For Gas and Oil) Stamford

Buttons
B Schwanda & Sons Staffordville
Colt's Manufacturing Company Hartford
L C White Company The Waterbury
Frank Parizek Manufacturing Co The West Willington
Patent Button Co The Waterbury
Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91

Cabinets
Charles Parker Co The (medicine) Meriden

Cabinet Work
Hartford Builders Finish Co Hartford

Cable-Asbestos Insulated
Rockbestos Products Corp New Haven

Cable-BX Armored
General Electric Company Bridgeport

Cable-Nonmetallic Sheath
General Electric Company Bridgeport

Cable-Service Entrance
General Electric Company Bridgeport

Cages
Andrew B Hendryx Co The (bird and animal) New Haven

Cams
American Cam Company Inc Hartford
Hartford Special Machinery Co The Hartford
Rowbottom Machine Company Inc Waterbury

Canvas Products
F B Skiff Inc Hartford

Capacitors
Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

Card Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Carpenter's Tools
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises) New Haven

Carpets and Rugs
Bigelow-Sanford Carpet Co Thompsonville

Casket Trimmings
Bridgeport Casket Hardware Co The Bridgeport

Casters
Bassick Company The (Industrial and General) Bridgeport

Casters-Industrial
George P Clark Co Windsor Locks

Castings
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden
Connecticut Foundry Co (grey iron) Rocky Hill
Connecticut Malleable Castings Co (malleable iron castings) New Haven
Charles Parker Co The (grey iron) Meriden

Castings (continued)
Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London
Plainville Casting Company (gray, alloy and high tensile irons) Plainville
John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck
Malleable Iron Fittings Co (malleable iron and steel) Branford
McLagon Foundry Co (grey iron) New Haven
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (grey iron) Hartford

Scovill Manufacturing Company (Brass & Bronze) Waterbury 91
Sessions Foundry Co The (grey iron) Bristol
Union Mfg Co (grey iron & semi steel) New Britain

Waterbury Foundry Company The (highway & sash weights) Waterbury
Wilcox Crittenden & Co Inc (gray iron and brass) Middletown

Castings-Permanent Mould
Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden

Chain
John M Russell Mfg Co Inc Naugatuck

Chain-Welded and Weldless
Bridgeport Chain & Mfg Co Bridgeport

Chain-Bead
Bead Chain Mfg Co The Bridgeport
H G H Products Co Inc Shelton

Chartered Coach Service
Connecticut Company The (excursions & specialty) New Haven

Chemical Manufacturing
Carwin Company The North Haven

Chemicals
American Cyanamid Company Waterbury
Apothecaries Hall Co Waterbury
Carwin Company The North Haven
Edcan Laboratories South Norwalk
Macalaster Bicknell Company New Haven
MacDermid Incorporated Waterbury
Naugatuck Chemical Division United States Rubber Co Naugatuck
Pfizer & Co Inc Chas Groton

Chemicals-Agricultural
Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers) Naugatuck

Chemicals-Aromatic
Naugatuck Chemical Division United States Rubber Co Naugatuck

Chemicals-Rubber
Robert J King Company Inc The Norwalk

Christmas Light Clips
Foursome Manufacturing Company (various sizes and styles) Bristol

Chromium Plating
Chromium Corp of America Waterbury
Chromium Process Company The Shelton
Nutmeg Chrome Corporation Hartford

Chucks
Cushman Chuck Co The Hartford

Chucks & Face Plate Jaws
Union Mfg Co New Britain

Chucks-Power Operated
Cushman Chuck Co The Hartford

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds
MacDermid Incorporated Waterbury

Clock Mechanisms
Lux Clock Mfg Co The Waterbury

Clocks
E Ingraham Co The Bristol
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury

Clocks-Alarm
Lux Clock Mfg Co The Waterbury
New Haven Clock and Watch Co The (spring & electric) New Haven
William L. Gilbert Clock Corporation The Winsted

Clocks-Automatic Cooking
Lux Clock Mfg Co The Waterbury

Clutches
Snow-Nabstedt Gear Corp The New Haven

Clutch Facings
Russell Mfg Co The Middletown

Clutch-Friction
Raybestos Div of Raybestos-Manhattan Inc The (clutch facings-molded, woven, fabric, metallic) Bridgeport

Coffee Makers
General Electric Company Bridgeport

Coils-Pipe or Tube
National Pipe Bending Co The 160 River St New Haven

Coin Tokens
Whitlock Manufacturing Co The Hartford

Commercial Heat Treating
Waterbury Companies Inc Waterbury
A F Holden Company The 52 Richard St West Haven

Compressors
Norwalk Company Inc (high pressure air and gas) South Norwalk

Concrete Products
Plastricrete Corp Hamden

Cones
Sonoco Products Co (Climax-Lowell Div) Mystic

Consulting Engineers
Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford

Contract Machining
Malleable Iron Fittings Company Branford

Contract Manufacturers
Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven
Merriam Mfg Co (production runs-metal boxes and containers to specifications) Durham
Plume & Atwood Mfg Co The (metal parts & assemblies) Waterbury
Scovill Manufacturing Company (metal parts and assemblies) Waterbury 91

Controllers
Bristol Company The Waterbury
Manning Maxwell & Moore Inc Bridgeport

Conversion Gas Range
Bland Burner Co The Hartford

Conversion Oil Range Burner
Bland Burner Co The Hartford

Conveyor Systems
Leeds Electric and Mfg Co The Hartford
Production Equipment Co Meriden

Copper
American Brass Corp The (sheet, wire, rods, tubes) Waterbury
Bridgeport Brass Company (sheet, rod, wire and tubing) Bridgeport
Bristol Brass Corp The (sheet) Bristol
Chase Brass & Copper Co (sheet, rod, wire tube) Waterbury
Thinsheet Metals Co The (sheets and rolls) Waterbury

Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Copper Sheets
American Brass Company The Waterbury
New Haven Copper Co The Seymour

Copper Shingles
New Haven Copper Co The Seymour

Copper Water Tube
American Brass Company The Waterbury
Bridgeport Brass Co Bridgeport

Cords-Asbestos
General Electric Company Bridgeport

Cords-Braided
General Electric Company Bridgeport

Cords-Heater
General Electric Company Bridgeport

Cords-Portable
General Electric Company Bridgeport

Cord Sets
General Electric Company Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers
Danbury Square Box Co The Danbury (Advt.)

IT'S MADE IN CONNECTICUT

Corrugated Shipping Cases

Connecticut Corrugated Box Div Robert Gair Co Inc Portland
D L & D Container Corp 87 Shelton Ave New Haven

Cosmetic Containers

Eyeclet Specialty Co The Waterbury
Plume & Atwood Mfg Co The (metal) Waterbury

Cosmetics

J B Williams Co The Glastonbury
Northam Warren Corporation Stamford

Cotton and Asbestos Wicking

Bland Burner Co The Hartford

Cotton Yarn

Floyd Cranks Co The Moosup

Counting Devices

Veeder-Root Inc Hartford

Couplings—Self-Sealing

Sperry Products Inc Danbury

Cups—Paper

American Paper Goods Company The ("Puritan") Kensington

Cut Stone

Dextone Co The New Haven

Cutters

Barnes Tool Company The (pipe cutters, hand) New Haven
O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton
Standard Machinery Co The (rotary board, single and duplex) Mystic

Delayed Action Mechanism

M H Rhodes Inc Hartford

R W Cramer Company Inc The Centerbrook

Diamonds—Industrial

Diamond Tool and Die Works Hartford

Dictating Machines

Dictaphone Corporation Bridgeport
Gray Manufacturing Company The Hartford
Soundsciber Corporation The New Haven

Die Castings

Newton-New Haven Co Inc New Haven

Die Casting Dies

ABA Tool & Die Co Manchester
Parker Stamp Works Inc The Hartford
Weimann Bros Mfg Co The Derby

Die Castings (Aluminum & Zinc)

Corbin Cabinet Lock Div American Hardware Corp New Britain

Die-Heads—Self Opening

Eastern Machine Screw Corp The Truman & Barclay Sts New Haven

Geometric Tool Co The New Haven

Die Polishing Machinery

Hartford Special Machinery Co The Hartford

Dies

Hoggson & Pettis Mfg Co The 141 Brewery St. New Haven
Parker Stamp Works Inc The (plastics and die castings) Hartford

Dies and Die Sinking

Consolidated Industries West Cheshire

Dish Washing Machines

Colt's Manufacturing Company Hartford

Disk Harrows

Orkil Inc—Cutaway Harrow Division Higganum

Door Closers

P & F Corbin Division The American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Dowel Pins

Allen Manufacturing Co The Hartford

Drafting Accessories

Joseph Merritt & Co Hartford

Drilling Machines

Henry & Wright Manufacturing Company The (sensitive) Hartford

Drilling and Tapping Machinery

Hartford Special Machinery Co The Hartford

Drop Forgings

Atwater Mfg Co Plantsville
Bridgeport Hdw Mfg Corp The Bridgeport
Capewell Mfg Company Hartford

Consolidated Industries West Cheshire

Wilcox Crittenden & Co Inc Middletown

Druggists' Rubber Sundries

Seamless Rubber Company The New Haven

Edged Tools

Collins Co The (axes and other edged tools) Collinsville

Elastic Braid

Ansonia O & C Co Ansonia

Elastic Webbing

Ansonia O & C Co Ansonia

Russell Mfg Co The Middletown

Electric Appliances

General Electric Company Bridgeport

Electric Cables

Rockbestos Products Corp (asbestos insulated) New Haven

Electric Circuit Breakers

Trumbull Electric Mfg Co The Plainville

Electric—Commutators & Segments

Cameron Elec Mfg Co The (rewinding motors) Ansonia

Electric Cords

Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control

United Cinephone Corporation Torrington

Electric Fixture Wire

Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons

Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation

Case Brothers Inc Manchester

Rogers Corporation The Manchester

Electric Knife Sharpeners

Gorn Electric Company Inc The Stamford

Electric Lighting Fixtures

Plume & Atwood Mfg Co The Waterbury

Electric Motor Controls

Arrow-Hart & Hegeman Electric Co The Hartford

Electrical Outlet and Switch Boxes, and Covers

General Electric Company Bridgeport

Electric Panel Boards

Federal Electric Products Co Inc Hartford

Trumbull Electric Mfg Co The Plainville

Electric Safety Switches

Federal Electric Products Co Inc Hartford

Trumbull Electric Mfg Co The Plainville

Electric Shavers

Schick Incorporated Stamford

Electric Signs

United Advertising Corp New Haven

Electric Switches

Arrow-Hart & Hegeman Electric Co The Hartford

Electric Time Controls

R W Cramer Company Inc The Centerbrook

Electric Timepieces

New Haven Clock and Watch Co The (auto-mobile and alarm) New Haven

Electric Wire

Rockbestos Products Corp (asbestos insulated) New Haven

Electric Wiring Devices

Arrow-Hart & Hegeman Electric Co The Hartford

Electrical Circuit Breakers

Federal Electric Products Co Inc Hartford

Electrical Conduit Fittings & Grounding Specialties

Gillette-Vibber Company The New London

Electrical Control Apparatus

Federal Electric Products Co Inc Hartford

Trumbull Electric Mfg Co The Plainville

Electrical Goods

A C Gilbert Co New Haven

Electrical Insulation

Stevens Paper Mills Inc The Windsor

Electrical Motors

U S Electrical Motors Inc Milford

Electrical Recorders

Bristol Co The Waterbury

Electrical Relays and Controls

Allied Control Co Plantsville

Electrical Wiring Systems

Wiremold Co The Hartford

Electronics

Crystal Research Laboratories Inc Hartford

Gray Manufacturing Company The Hartford

Ripley Co Middletown

Electroplating

National Sherardizing & Machine Co Hartford

Electroplating—Equipment & Supplies

Enthone Inc New Haven

MacDermid Incorporated Waterbury

Electroplating Processes & Supplies

United Chromium Incorporated Waterbury

Elevators

W T Barnum & Co Inc (all classes) New Haven

Enameling

Conn Metal Finishing Co Hamden
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford

Waterbury Plating Company Waterbury

Enameling and Finishing

Clairglow Mfg Co Portland

Engines

Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Envelopes

Curtis 1000 Inc Hartford

United States Envelope Company, Hartford Division Hartford

Envelopes—Stock and Special

American Paper Goods Company The Kensington

Extractors—Tap

Walton Company The West Hartford

Eyetelets

American Brass Company The Waterbury
L C White Company The Waterbury
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The Waterbury

Scovill Manufacturing Company Waterbury 91

Eyetelets, Ferrules and Wiring Terminals

American Brass Company The Waterbury

Waterbury Companies Inc Waterbury

Eyetelet Machine Products

American Brass Company The Waterbury

Waterville Mfg Co The (size 15 machines only) Waterville

Fabricated Alloys

Rolock Inc (Heat Treating, Finishing) Southport

Fancy Dress Buttons and Buckles

Waterbury Companies Inc Waterbury

Fans—Electric

General Electric Company Bridgeport

Fasteners—Slide & Snap

G E Prentice Mfg Co The Kensington

Scovill Manufacturing Company (snap and slide fasteners) Waterbury 91

Felt

Auburn Manufacturing Company The (mechanical, cut parts) Middletown

Felt—All Purpose

American Felt Co (Mill & Cutting Plant) Glenville

Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Fibre Board

Case Brothers Inc Manchester

C H Norton Co The North Westchester

Rogers Corporation (Specialty) Manchester

Stevens Paper Mills Inc The Windsor

Film Spools

Watkins Manufacturing Co Inc Milford

Finger Nail Clippers

H C Cook Co The 32 Beaver St Ansonia

File Cards

Standard Card Clothing Co The Stafford Springs

Firearms

Colt's Manufacturing Company Hartford

Marlin Firearms Co The New Haven

Remington Arms Company Inc Bridgeport

Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose

Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods

American Windshield & Specialty Co The 881 Boston Post Road Milford

John P Smith Co The (screens) 423-33 Chapel St New Haven

Fireproof Floor Joists

Dextone Co The New Haven

Fireworks

M Backes' Sons Inc Wallingford

Fishing Tackle

Bevin-Wilcox Line Co The (lines) East Hampton

H C Cook Co The 32 Beaver St Ansonia

Horton Mfg Co The (reels, rods, lines) Bristol

Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlights

Bond Electric Corporation Division of Olin Industries Inc New Haven

Bridgeport Metal Goods Mfg Co Bridgeport

Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates

Beaton & Cadwell Mfg Co The New Britain

Gaynor Electric Co Inc Bridgeport

Fluorescent Lighting Equipment

Vanderman Manufacturing Co The Williamantic

Wiremold Company The Hartford

Food Mixers—Electric

General Electric Company Bridgeport

Forgings

Clark Brothers Bolt Co Milldale

Heppenstall Co (all kinds and shapes) Bridgeport

Scovill Manufacturing Company (Non-ferrous) Waterbury 91

(Adv.)

IT'S MADE IN CONNECTICUT

| | |
|---|---------------------------------|
| Foundries | |
| Connecticut Malleable Castings Co (malleable iron castings) | New Britain |
| Plainville Casting Company (gray, alloy and high tensile irons) | Plainville |
| Sessions Foundry Co The (iron) | Bristol |
| Union Mfg Co (gray iron & semi steel) | Bristol |
| Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) | New Britain Middletown |
| Foundry Riddles | |
| John P Smith Co The | 423-33 Chapel St New Haven |
| Rolock Inc (brass, galvanized steel) | Fairfield |
| Fuel Oil Pump and Heater Sets | |
| Peabody Engineering Corporation | Stamford |
| Furnaces | |
| Norwalk Airconditioning Corp The (warm air oil fired) | South Norwalk |
| W S Rockwell Company (Industrial) | Fairfield |
| Furnace Linings | |
| Mullite Refractories Co The | Shelton |
| Furniture Pads | |
| Gilman Brothers Company The | Gilman |
| Fuses—Plug and Cartridge | |
| General Electric Company | Bridgeport |
| Gage Blocks | |
| Fonda Gage Company (Fonda lifetime-carbide and steel) | Stamford |
| Galvanizing | |
| Malleable Iron Fittings Co | Branford |
| Wilcox Crittenden & Co Inc | Middletown |
| Galvanizing & Electrical Plating | |
| Gillette-Vibber Co The | New London |
| Gaskets | |
| Auburn Manufacturing Company The (from all materials) | Middletown |
| Raybestos Div of Raybestos-Manhattan Inc The | Bridgeport |
| Gas Scrubbers, Coolers and Absorbers | |
| Peabody Engineering Corporation | Stamford |
| Gauges | |
| Bristol Co The (pressure and vacuum—recording automatic control) | Waterbury |
| Fonda Gage Company (special) | Stamford |
| Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum) | Bridgeport |
| Manning Maxwell & Moore Inc | Stratford |
| Gears and Gear Cutting | |
| Hartford Special Machinery Co The | Hartford |
| Giftwares | |
| Waterbury Companies Inc | Waterbury |
| Glass Blowing | |
| Macalaster Bicknell Company | New Haven |
| Glass Cutters | |
| Fletcher-Terry Co The | Forestville |
| Golf Equipment | |
| Horton Mfg Co The (clubs, shafts, balls, bags) | Bristol |
| Governors | |
| Pickering Governor Co The (speed regulating, centrifugal, hydraulic) | Portland |
| Greeting Cards | |
| A D Steinbach & Sons Inc | New Haven |
| Grinding | |
| Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) | 19 Staples St Bridgeport |
| Hartford Special Machinery Co The (gears, threads, cams and spines) | Hartford |
| Grinding Machines | |
| Rowbottom Machine Company Inc (cam) | Waterbury |
| Grommets | |
| American Brass Company The | Waterbury |
| Plume & Atwood Mfg Co The | Waterbury |
| Hand Tools | |
| Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) | Bridgeport |
| James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets) | Southington |
| Hardness Testers | |
| Wilson Mechanical Instrument Company | Bridgeport |
| Hardware | |
| Bassick Company The (Automotive) | Bridgeport |
| P & F Corbin Division The American Hardware Corp (builders) | New Britain |
| Sargent & Company | New Haven |
| Wilcox Crittenden & Co Inc (marine heavy and industrial) | Middletown |
| Yale & Towne Manufacturing Company The (builders) | Stamford |
| Hardware—Marine & Bus | |
| Rostand Mfg Co The | Milford |
| Hardware—Trailer Cabinet | |
| Excelsior Hardware Co The | Stamford |
| Hardware, Trunk & Luggage | |
| Corbin Cabinet Lock Div American Hardware Corp | New Britain |
| J H Sessions & Son | Bristol |
| Yale & Towne Manufacturing Company The | Stamford |
| Hat Machinery | |
| Doran Bros Inc | Danbury |
| Health, Surgical & Orthopedic Supports | |
| Berger Brothers Company The (custom made for back, breast, and abdomen) | New Haven |
| Heat Exchangers | |
| Whitlock Manufacturing Co The | Hartford |
| Heat Elements | |
| Safeway Heat Elements Inc (woven wire resistance type) | Middletown |
| Heat Treating | |
| A F Holden Co The 52 Richard St | West Haven |
| Bennett Metal Treating Co The | 1945 New Britain Ave Elmwood |
| Driscoll Wire Company The | Shelton |
| New Britain-Gridley Machine Division | New Britain |
| The New Britain Machine Co | New Britain |
| Stanley P Rockwell Co Inc The | 296 Homestead Ave Hartford |
| Heat-Treating Equipment | |
| A F Holden Company The 52 Richard Street | West Haven (Main Plant) |
| Autoyre Company The | Oakville |
| Rolock Inc (Baskets, Muffles, etc.) | Southport |
| Stanley P Rockwell Co Inc The (commercial) | 296 Homestead Ave Hartford |
| Wallace Barnes Co The Div Associated Spring Corp | Bristol |
| Heat Treating Salts and Compounds | |
| A F Holden Company The | 52 Richard Street West Haven |
| Mitchell-Bradford Chemical Co | Bridgeport |
| Heating Apparatus | |
| Miller Company The (domestic oil burners and heating devices) | Meriden |
| Heating and Cooling Coils | |
| G & O Manufacturing Co | New Haven |
| Heavy Chemicals | |
| Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) | Naugatuck |
| Hex-Socket Screws | |
| Bristol Company The | Waterbury |
| Highway Guard Rail Hardware | |
| Malleable Iron Fittings Co | Branford |
| Hinges | |
| Homer D Bronson Company | Beacon Falls |
| Hobs and Hobblings | |
| ABA Tool & Die Co | Manchester |
| Hoists and Trolleys | |
| Union Mfg Company | New Britain |
| Home Laundry Equipment | |
| General Electric Company | Bridgeport |
| Hose Supporters | |
| Ansonia O & C Co | Ansonia |
| Hose Supporter Trimmings | |
| Hawie Mfg Co The (So-Lo Grip Tabs) | Bridgeport |
| Hospital Signal Systems | |
| Connecticut Telephone & Electric Division of Great American Industries Inc | Meriden |
| Hot Water Heaters | |
| Petroleum Heat & Power Co (Instantaneous domestic oil burner) | Stamford |
| Hydraulic Brake Fluids | |
| Eis Manufacturing Co | Middletown |
| Hydraulic Controls | |
| Sperry Products Inc | Danbury |
| Industrial Finishes | |
| Chemical Coatings Corporation | Rocky Hill |
| United Chromium Incorporated | Waterbury |
| Zapon Finishes Atlas Powder Co | Stamford |
| Industrial and Marking Tapes | |
| Seamless Rubber Company The | New Haven |
| Infra-Red Equipment | |
| Leeds Electric and Mfg Co The | Hartford |
| Insecticides | |
| American Cyanamid Company | Waterbury |
| Darworth Incorporated ("Coracide" DDT Dispenser) | Simsbury |
| Insecticide Bomb | |
| Bridgeport Brass Company (Aer-a-sol) | Bridgeport |
| Insulated Wire Cords & Cable | |
| Kerite Insulated Wire & Cable Co Inc The | Seymour |
| Instruments | |
| Bristol Company The | Waterbury |
| J-B-T Instruments Inc (Electrical and Temperature) | New Haven |
| Manning Maxwell & Moore Inc | Bridgeport |
| Insulation | |
| Gilman Brothers Co The | Gilman |
| Insulating Refractories | |
| Mullite Refractories Co The | Shelton |
| Insulating Tape | |
| Ansonia O & C Co | Ansonia |
| Inter-Communications Equipment | |
| Connecticut Telephone & Electric Division of Great American Industries Inc | Meriden |
| Interval Timers | |
| Lux Clock Manufacturing Company | Waterbury |
| Rhodes Inc M H | Hartford |
| Ironing Machines—Electric | |
| General Electric Company | Bridgeport |
| Jacquard | |
| Case Brothers Inc | Manchester |
| Japanning | |
| J H Sessions & Son | Bristol |
| Jewelry Findings | |
| Waterbury Companies Inc | Waterbury |
| Jig Borer | |
| Moore Special Tool Co (Moore) | Bridgeport |
| Jig Grinder | |
| Moore Special Tool Co (Moore) | Bridgeport |
| Joining | |
| Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) | Bridgeport |
| Key Blanks | |
| Corbin Cabinet Lock Div American Hardware Corp | New Britain |
| Sargent & Company | New Haven |
| Yale & Towne Manufacturing Company The | Stamford |
| Labels | |
| J & J Cash Inc (Woven) | South Norwalk |
| Naugatuck Chemical Division | United States |
| Rubber Co (for rubber articles) | Naugatuck |
| Label Moisteners | |
| Better Packages Inc | Shelton |
| Laboratory Equipment | |
| Eastern Industries Inc | New Haven |
| Laboratory Supplies | |
| Macalaster Bicknell Company | New Haven |
| Lacquers & Synthetic Enamels | |
| Chemical Coatings Corporation | Rocky Hill |
| Dagmar Chemical Company Inc | Glenbrook |
| United Chromium Incorporated | Waterbury |
| Zapon Finishes Atlas Powder Co | Stamford |
| Ladders | |
| A W Flint Co | 196 Chapel St New Haven |
| Lamps | |
| Plume & Atwood Mfg Co The (metal oil) | Waterbury |
| Lampholders—Incandescent and Fluorescent | |
| General Electric Company | Bridgeport |
| Lamp Shades | |
| Verplex Company The | Essex |
| Lathe—Contin-U-Matic | |
| Bullard Company The (vertical multi-spindle—continuous turning type) | Bridgeport |
| Lathe—30H Man-Au-Trol | |
| Bullard Company The (horizontal 3 spindle) | Bridgeport |
| Lathe—Multi-Au-Matic | |
| Bullard Company The (vertical multi-spindle—indexing type) | Bridgeport |
| Lathe—Vertical Turret | |
| Bullard Company The (single spindle) | Bridgeport |
| Laundry Roll Covers | |
| Atlas Powder Company (Revolute) | Stamford |
| Leather | |
| Herman Roser & Sons Inc (Genuine Pigskin) | Glastonbury |
| Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) | Bethel |
| Leather Dog Furnishings | |
| Andrew B Hendryx Co The | New Haven |
| Leather Goods Trimmings | |
| G E Prentice Mfg Co The | Kensington |
| Leather, Mechanical | |
| Auburn Manufacturing Company The (packing, cubs, washers, etc) | Middletown |
| Letterheads | |
| Lehman Brothers Inc (designers, engravers, lithographers) | New Haven |
| Lighting Accessories—Fluorescent | |
| General Electric Company | Norfolk |
| Lights—Trouble | |
| General Electric Company | Bridgeport |
| Lighting Equipment | |
| Miller Co The (Miller, Duplexalite, Ivanhoe) | Meriden |
| Lipstick Containers | |
| Bridgeport Metal Goods Mfg Co | Bridgeport |
| Lithography | |
| Kellogg & Bulkeley A Division of Connecticut Printers Inc | Hartford |
| Lithography | |
| New Haven Printing Company The | New Haven |
| A D Steinbach & Sons | New Haven |
| Locks—Banks | |
| Yale & Towne Manufacturing Company The | Stamford (Adv.) |

I T ' S M A D E I N C O N N E C T I C U T

Locks—Builders

P & F Corbin Division The American Hardware Corp. New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Locks—Cabinet

Corbin Cabinet Lock Div American Hardware Corp. New Britain
Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The Stamford

Locks—Special Purpose

Yale & Towne Manufacturing Company The Stamford

Locks—Suit-Case and Trimmings

Corbin Cabinet Lock Div American Hardware Corp. New Britain
Excelsior Hardware Co The Stamford

Locks—Trunk

Yale & Towne Manufacturing Company The Stamford

Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The (and suitcase) Stamford

Locks—Zipper

Excelsior Hardware Co The Stamford

Loom—Non-Metallic

Wiremold Company The Hartford

Luggage Fabric

Falls Company The Norwich

Lumber & Millwork Products

City Lumber Co of Bridgeport Inc Bridgeport

Machine Tools

Bullard Company The Bridgeport

Machine Work

Coulter & McKenzie Machine Co The (Light and heavy job and contract work) Bridgeport
Fenn Manufacturing Company The (precision parts) Hartford
Hartford Special Machinery Co The (contract work only) Hartford
National Sherardizing & Machine Co (job) Hartford

Parker Stamp Works Inc The (Special) Hartford

Swan Tool & Machine Co The Hartford

Torrington Manufacturing Co The (special rolling mill machinery) Torrington

Machinery

Fenn Manufacturing Company The (Special) Hartford

Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport

Hallden Machine Company The (mill) Thomaston

Standard Machinery Co The (bookbinders) Mystic

Torrington Manufacturing Co The (mill) Torrington

Machinery—Bolt and Nut

Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Cold Heading

Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery Dealers & Rebuilders

Botwinik Brothers New Haven

J L Lucas and Son Fairfield

Machinery—Metal-Working

Bristol Metal-Working Equipment Hartford

Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Nut

Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury

Machinery—Screw and Rivet

Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Drawing

Waterbury Farrel Foundry & Machine Co The Waterbury

Machines

Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Coulter & McKenzie Machine Co The (special, new development engineering design and construction) Bridgeport

Patent Button Company The Waterbury

Machines—Automatic

A H Nilson Mach Co The (Special) Bridgeport

Machines—Automatic Chucking

Bullard Company The Bridgeport

New Britain-Gridley Machine Division The New Britain Machine Co. (multiple spindle and double end) New Britain

Machines—Automatic Screw

New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain

Machines—Automatic Shaft Turning

Bullard Company The (30H lathe—horizontal 3 spindle) Bridgeport

Machines—Conveyor

Bullard Company The (Bullard-Dunn rotary conveyor indexing type) Bridgeport

Machines—Conti-U-Matic

Bullard Company The (vertical multi-spindle—continuous turning) Bridgeport

Machines—Draw Benches

Fenn Manufacturing Company The Hartford

Machines—Drill Spacing

Bullard Company The (Man-Au-Troi spacer—used in conjunction with radial drills) Bridgeport

Machines—Drop Hammers

Fenn Manufacturing Company The Hartford

Machines—Forming

A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

Machines—Multi-Au-Matic

Bullard Company The Bridgeport

Machines—Paper Ruling

John McAdams & Sons Inc Norwalk

Machines—Precision Boring

New Britain-Gridley Machine Division The New Britain Machine Co New Britain

Machines—Rolling

Fenn Manufacturing Company The Hartford

Machines—Slotting

Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury

Machines—Swaging

Fenn Manufacturing Company The Hartford

Machines—Thread Rolling

Hartford Special Machinery Co The Hartford

Waterbury Farrel Foundry & Machine Co The Waterbury

Machines—Turks Head

Fenn Manufacturing Company The Hartford

Machines—Well Drilling

Consolidated Industries West Cheshire

Machines—Wire Drawing

Fenn Manufacturing Company The Hartford

Mail Boxes

Airline Manufacturing Company The Warehouse Point

Mail Boxes, Apartment & Residential

Corbin Cabinet Lock Div American Hardware Corp. New Britain

Mailing Machines

Pitney-Bowes Inc Stamford

Manicure Instruments

W E Bassett Company The Derby

Manganese Bronze Ingot

Whipple and Choate Company Bridgeport

Marine Engines

Kilborn-Sauer Company (running lights and searchlights) Fairfield

Lathrop Engine Co The Mystic

Marine Equipment

Wilcox Crittenden & Co Inc Middletown

Marine Reverse Gears

Snow-Nabstedt Gear Corp The New Haven

Marking Devices

Hoggson & Pettis Mfg Co The New Haven

Parker Stamp Works Inc The (steel) Hartford

Matrices

W T Barnum & Co Inc New Haven

Mattresses

Waterbury Mattress Co Waterbury

Mechanics Hand Tools

Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Cleaners

Apothecaries Hall Co Waterbury

MacDermid Incorporated Waterbury

Metal Cleaning Machines

Colt's Manufacturing Company Hartford

Metal Finishes

Mitchell-Bradford Chemical Co Bridgeport

United Chromium Incorporated Waterbury

Metal Finishing

National Sherardizing & Machine Co Hartford

Waterbury Plating Company Waterbury

Metal Formings

Master Engineering Company West Cheshire

Metalizing

Conn Metal Finishing Co Hamden

Metal Novelties

H C Cook Co The 32 Beaver St Ansonia

Metal Products—Stampings

American Brass Company The Waterbury

J H Sessions & Son Bristol

Scovill Manufacturing Company (Made-to-Order) Waterbury 91

Metal Specialties

Excelsior Hardware Co The Stamford

Metal Stampings

American Brass Company The Waterbury

Autotype Co The (Small) Oakville

Bridgeport Chain & Mfg Co Bridgeport

DooVal Tool & Mfg Inc The Naugatuck

Excelsior Hardware Co The Stamford

Greist Mfg Co The 503 Blake St New Haven

H C Cook Co The 32 Beaver St Ansonia

Master Engineering Company West Cheshire

J A Otterbein Company The (metal fabrications) Middletown

J H Sessions & Son Bristol

Patent Button Co The Waterbury

G E Prentice Mfg Co The Kensington

Plume & Atwood Mfg Co The Waterbury

Saling Manufacturing Company Unionville

Stanley Works The New Britain

Swan Tool & Machine Co The Hartford

Verplex Company The (Contract) Essex

Waterbury Lock & Specialty Co The Milford

Meters—Gas

Sprague Meter Company Bridgeport

Meters—Parking

Rhodes Inc M H Hartford

Microscope—Measuring

Lundeberg Engineering Company Hartford

Milk Bottle Carriers

John P Smith Co The 423-33 Chapel St New Haven

Millwork

Hartford Builders Finish Co Hartford

Millboard

Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport

Milling Machines

Rowbottom Machine Company Inc (cam) Waterbury

Mill Supplies

Wilcox Crittenden & Co Inc Middletown

Minute Minders

Lux Clock Mfg Co The Waterbury

Mirror Rosettes and Hangers

Waterbury Companies Inc Waterbury

Mixing Equipment

Eastern Industries Inc New Haven

Monuments

Beij & Williams Co The Hartford

Motor Switches

Gaynor Electric Company Inc Bridgeport

Moulded Plastic Products

Colt's Manufacturing Company Hartford

Patent Button Co The Waterbury

Waterbury Companies Inc Waterbury

Watertown Mfg Co The 117 Echo Lake Road Watertown

Mouldings

Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds

ABA Tool & Die Co The Manchester

Hoggson & Pettis Mfg Co The (steel) New Haven

114 Brewery St New Haven

Lundeberg Engineering Company (plastics) Hartford

Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford

Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol

Napper Clothing

Standard Card Clothing Co The (for textile mills) Stafford Springs

Nickel Anodes

Apothecaries Hall Co Waterbury

Seymour Mfg Co The Seymour

Nickel Silver

American Brass Company The Waterbury

Plume & Atwood Mfg Co The Thomaston

Seymour Mfg Co The Seymour

Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Nickel Silver Ingot

Whipple and Choate Company The Bridgeport

Night Latches

P & F Corbin Division The American Hardware Corp. New Britain

Sargent & Company New Haven

Yale & Towne Manufacturing Company The Stamford

Non-ferrous Metal Castings

Miller Company The Meriden

Nuts, Bolts and Washers

Clark Brothers Bolt Co Milldale

Office Equipment

Pitney-Bowes Inc Stamford

Underwood Corporation Bridgeport & Hartford

Offset Printing

Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford

New Haven Printing Company The New Haven

(Adv.)

IT'S MADE IN CONNECTICUT

| | | |
|---|---|--|
| Oil Burners Malleable Iron Fittings Co (domestic) Branford Miller Company The (domestic) Meriden Peabody Engineering Corp (Mechanical and /or Steam Atomizer) Stamford Petroleum Heat & Power Co (domestic, commercial and industrial) Stamford Silent Glow Oil Burner Corp The Hartford 1477 Park St Fairfield W S Rockwell Company (Industrial) Fairfield Raybestos Div of Raybestos-Manhattan Inc The Bridgeport | Pile Fabrics Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys) Shelton Pin Up Lamps Verplex Company The Essex Pipe American Brass Co The (brass and copper) Waterbury Bridgeport Brass Co (brass & copper) Bridgeport Chas Brass & Copper Co (red brass and copper) Waterbury Crane Company (fabricated) Bridgeport Howard Co (cement well and chimney) New Haven | Printing Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford Finlay Brothers Hartford Hemmway Corporation The Waterbury Hunter Press Hartford New Haven Printing Company The New Haven Taylor & Greenough Co The Hartford T B Simonds Inc Hartford A D Steinbach & Sons New Haven The Walker-Rackliff Company New Haven Printing Machinery Thomas W Hall Company Stamford Printing Presses Banthin Engineering Co (automatic) Bridgeport |
| Oil Tanks Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk Whitlock Manufacturing Co The Hartford Optical Cores & Ingots Plume & Atwood Mfg Co The Thomaston Outlets—Electric General Electric Company Bridgeport Ovens W S Rockwell Company (Industrial) Fairfield Package Sealers Better Packages Inc Shelton Packing Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive) Bridgeport Padlocks Corbin Cabinet Lock Div American Hardware Corp New Britain Sargent & Company New Haven Yale & Towne Manufacturing Company The Stamford Waterbury Lock & Specialty Co The Milford Paints and Enamels Staminate Corp The New Haven Tredennick Paint Mfg Co The Meriden Panta Moore Special Tool Co (crush wheel dresser) Bridgeport | Pipe Fittings Corley Co Inc The (300# AAR) Plainville Malleable Iron Fittings Co Branford Pipe Plugs Holo-Krome Screw Corporation The (counter-sunk) West Hartford Plastics Naugatuck Chemical Division United States Rubber Co Naugatuck Plastic Buttons Colt's Manufacturing Company Hartford Frank Parizek Manufacturing Co The West Willington Waterbury Companies Inc Waterbury Patent Button Co The Waterbury Plastic Gems Colt's Manufacturing Company Hartford Plastics—Moulders Conn Plastics Hartford General Electric Company Meriden Geo S Scott Mfg Co The Wallingford Waterbury Companies Inc Waterbury Watertown Mfg Co The Watertown Plastics—Moulds & Dies Parker Stamp Works Inc The (for plastics) Hartford Plasticrete Bloc Plasticrete Corp Hamden Plates—Switch General Electric Company Bridgeport Platers Christie Plating Co Groton Patent Button Co The Waterbury Waterbury Plating Company Waterbury Chromium Process Company The (Chromium Plating only) Derby Platers' Equipment Apothecaries Hall Company Waterbury MacDermid Incorporated Waterbury Platers Metal Plume & Atwood Mfg Co The Thomaston Plating Conn Metal Finishing Co Hamden Plating Processes and Supplies United Chromium Incorporated Waterbury Plumbers' Brass Goods Bridgeport Brass Co Bridgeport Keeney Mfg Co The (special bends) Newington Scovill Manufacturing Company Waterbury 48 Plumbing Specialties John M Russell Mfg Co Inc Naugatuck Pole Line Hardware Malleable Iron Fittings Co Branford Polishing Wheels Williamsville Buff Div The Bullard Clark Company Danielson Poly Chokes Poly Choke Company The (a shotgun choking device) Tariffville Postage Meters Pitney-Bowes Inc Stamford Powdered Metal Products Powmetco Inc East Port Chester Waterbury Companies Inc Waterbury Power Presses Fenn Manufacturing Company The Hartford Prefabricated Buildings City Lumber Co of Bridgeport Inc The Bridgeport Preservatives—Wood, Rope, Fabric Darworth Incorporated ("Cuprinol") Simsbury Press Buttons Gaynor Electric Company Inc Bridgeport Press Papers Case Brothers Inc Manchester Presses Henry & Wright Manufacturing Company The (automatic mechanical) Hartford Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic Presses—Power Waterbury Farrel Foundry & Machine Co The Waterbury Pressure Vessels Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk Whitlock Manufacturing Co The Hartford | Production Control Equipment United Cinephone Corporation Torrington Wassell Organization (Produc-Trol) Westport Production Welding Consolidated Industries West Cheshire Propellers—Aircraft Hamilton Standard Propellers Div United Aircraft Corp East Hartford Pumps Yale & Towne Manufacturing Company The (Tri-rotor) Stamford Pumps—Small Industrial Eastern Industries Inc New Haven Pump Valves Colt's Manufacturing Company Hartford Punches Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven Putty Softeners—Electrical Fletcher Terry Co The Box 415 Forestville Pyrometers Bristol Co The (recording and controlling) Waterbury Quartz Crystals Crystal Research Laboratories Inc Hartford Radiation-Finned Copper Bush Manufacturing Co West Hartford G & O Manufacturing Company The New Haven Vulcan Radiator Co The (steel and copper) Hartford Radiators—Engine Cooling G & O Manufacturing Co New Haven Radio and Television Components General Electric Company Bridgeport Radio Receivers General Electric Company Bridgeport Rayon Specialties Hartford Rayon Corporation The Rocky Hill Rayon Yarns Hartford Rayon Corporation The Rocky Hill Reamers O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton Recorders Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury Reduction Gears Snow-Nabstedt Gear Corp The New Haven Refractories Howard Company New Haven Regulators Norwalk Valve Company (for gas and air) South Norwalk Sorensen & Company Inc Stamford Resistance Wire C O Jeliff Mfg Co The (nickel, chromium, kanthal) Southport Respirators American Optical Company Safety Division Putnam Retainers Hartford Steel Ball Co The (bicycle & automotive) Hartford Riveting Machines Grant Mfg & Machine Co The Bridgeport H P Townsend Manufacturing Co The Elmwood I-R Mfg Div of The Ripley Co Torrington Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport Rivets Blake & Johnson Co The (brass, copper and non-ferrous) Waterville Clark Brothers Bolt Co Milldale Connecticut Manufacturing Company The Waterbury Plume & Atwood Mfg Co The Waterbury J H Sessions & Sons Bristol Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport (Adv.) |

I T ' S M A D E I N C O N N E C T I C U T

| | | | | | |
|--|----------------------------|--|------------------------|---|---------------------------|
| Roasters—Electric | | Screw Machine Products | | Special Machinery | |
| General Electric Company | Bridgeport | Apex Tool Co Inc The | Bridgeport | Henry & Wright Manufacturing Company The | Hartford |
| Rods | | Blake & Johnson Co The | Waterbury | H P Townsend Mfg Company The | Elmwood |
| American Brass Company The (copper, brass, bronze) | Waterbury | Bristol Screw Corporation | Plainville | Lundberg Engineering Company | Hartford |
| Bristol Brass Corp The (brass and bronze) | Bristol | Centerless Grinding Co Inc The (Heat treated and ground type only) | Bridgeport | National Sherarizing & Machine Co (mandrels & stock shells for rubber industry) | Hartford |
| Scovill Manufacturing Company (brass and bronze) | Waterbury 91 | 19 Staples Street | Bridgeport | Swan Tool & Machine Co The | Hartford |
| Roller Skates | | Connecticut Manufacturing Company The | Waterbury | Special Parts | |
| Winchester Repeating Arms Company Division | New Haven | Consolidated Industries | West Cheshire | Greist Mfg Co The (small machines, especially precision stampings) | New Haven |
| Olin Industries Inc | New Haven | Corbin Screw Div American Hardware Corp | New Britain | Special Industrial Locking Devices | |
| Rolling Mills and Equipment | | Eastern Machine Screw Corp The | New Haven | Corbin Cabinet Lock Div American Hardware Corp | New Britain |
| Waterbury Farrel Foundry & Machine Co The | Waterbury | Truman & Barclay Sts | New Haven | Special Tools & Dies | |
| Rope Wire | | Fairchild Screw Products Inc | Winsted | Spinnings | |
| American Steel & Wire Company | New Haven | Franklin Screw Machine Co The (up to 1½" capacity) | Hartford | Gray Manufacturing Company The | Hartford |
| Rubber Chemicals | | Greist Mfg Co The (Up to 1½" capacity) | New Haven | Sponge Rubber | |
| Naugatuck Chemical Division | United States | Humason Mfg Co The | Forestville | Sponge Rubber Products Co The | Shelton |
| Rubber Co | Naugatuck | Low Mfg Co The | Wethersfield | United States Rubber Company | Naugatuck |
| Stamford Rubber Supply Co The ("Factice") | Stamford | National Automatic Products Company The | Berlin | Spring Coiling Machines | |
| Rubberized Fabrics | | Nelson's Screw Machine Products | Plantville | Torrington Manufacturing Co The | Torrington |
| Duro-Gloss Rubber Co The | New Haven | New Britain Machine Company The | New Britain | Spring Units | |
| Rubber Footwear | | Olson Brothers Company (up to ¾" capacity) | Plainville | Owen Silent Spring Co Inc (mattresses and furniture) | Bridgeport |
| Goodyear Rubber Co The | Middletown | Peck Spring Co The | Plainville | Spring Washers | |
| United States Rubber Company (Keds, Kedettes, Gaytees, U S Royal Footwear) | Naugatuck | Plume & Atwood Mfg Co The | Waterbury | Wallace Barnes Co The Div Associated Spring Corp | Bristol |
| Rubber Gloves | | Scovill Manufacturing Company | Waterbury 91 | Springs—Coil & Flat | |
| Seamless Rubber Company The | New Haven | Wallace Metal Products Co Inc | New Haven | Foursome Manufacturing Company | Bristol |
| Rubber Heels | | Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) | Waterbury | Han-Dee Spring and Manufacturing Co The (Coil and Flat) | Hartford |
| Danbury Rubber Co Inc The | Danbury | Waterville Mfg Co The | Waterville | Humason Mfg Co The | Forestville |
| Rubber Latex Compounds and Dispersions | | Watkins Manufacturing Co Inc | Milford | New England Spring Manufacturing Company | Unionville |
| Naugatuck Chemical Division | United States | Screw Machine Tools | | Peck Spring Co The | Plainville |
| Rubber Co | Naugatuck | American Cam Company Inc (Circular Form Tools) | Hartford | Wallace Barnes Co The Div Associated Spring Corp | Bristol |
| Rubber-Reclaimed | | Somma Tool Co (precision circular form tools) | Waterbury | Springs—Flat | |
| Naugatuck Chemical Division | United States | Screws—Socket | | Foursome Manufacturing Company | Bristol |
| Rubber Co | Naugatuck | Allen Manufacturing Company The | Hartford | Wallace Barnes Co The Div Associated Spring Corp | Bristol |
| Rubber Soles | | Sealing Tape Machines | | Springs—Furniture | |
| Danbury Rubber Co Inc The | Danbury | Better Packages Inc | Shelton | Owen Silent Spring Co Inc | Bridgeport |
| Rubber Tile | | Sewing Machines | | Springs—Wire | |
| Danbury Rubber Co Inc The | Danbury | Greist Mfg Co The (Sewing machine attachments) | 503 Blake St New Haven | Colonial Spring Corporation The | Hartford |
| Rubbish Burners | | Morrow Machine Co The (Industrial) | Hartford | Connecticut Spring Corporation The (compression, extension, torsion) | Hartford |
| John P Smith Co The | 423-33 Chapel St New Haven | Singer Manufacturing Company The (industrial) | Bridgeport | D R Templeman Co (jewelry) | Plainville |
| Safety Clothing | | Shaving Soaps | | Foursome Manufacturing Company | Bristol |
| American Optical Company Safety Division | Putnam | J B Williams Co The | Glastonbury | J W Bernston Company (coil and torsion) | Plainville |
| Safety Fuses | | Acme Shear Co The (household) | Bridgeport | New England Spring Mfg Co | |
| Ensign-Bickford Co The (mining & detonating) | Simsbury | Sheets | | Wallace Barnes Co The Div Associated Spring Corp | Bristol |
| Safety Gloves and Mittens | | Wolcott Tool and Manufacturing Company Inc | Waterbury | Springs, Wire & Flat | |
| American Optical Company Safety Division | Putnam | Sheet Metal Products | | Autoyre Company The | Oakville |
| Safety Goggles | | Airline Manufacturing Company The | Warehouse Point | Stamped Metal Products | |
| American Optical Company Safety Division | Putnam | American Brass Co The (brass and copper) | Waterbury | American Brass Company The | Waterbury |
| Sandblasting | | Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) | Durham | Waterbury Companies Inc | Waterbury |
| Beij & Williams Co The | Hartford | Plume & Atwood Mfg Co The | Waterbury | Stamps | |
| Sandwich Grills—Electric | | United Advertising Corp Manufacturing Division (Job and Production Runs) | New Haven | Hoggson & Pettis Mfg Co The (steel) | New Haven |
| General Electric Company | Bridgeport | Sheet Metal Stampings | | 141 Brewery St | Hartford |
| Saw Blades | | American Brass Company The | Waterbury | Stampings | |
| Capewell Mfg Co The (Hack Saw, Band Saw) | Hartford | American Buckle Co The | West Haven | Donahue Mfg Co Inc | Watertown |
| Saws, Band, Metal Cutting | | DooVal Tool & Mfg Inc The | Naugatuck | DooVal Tool & Mfg Inc The | Naugatuck |
| Atlantic Saw Mfg Co | New Haven | J H Sessions & Son | Bristol | Han-Dee Spring and Manufacturing Co The (small) | Hartford |
| Scales—Industrial Dial | | Patent Button Co The | Waterbury | Plume & Atwood Mfg Co The (small) | Waterbury |
| Kron Company The | Bridgeport | Plume & Atwood Mfg Co The | Waterbury | Stampings—Small | |
| Scissors | | Shipment Sealers | | Foursome Manufacturing Company | Bristol |
| Acme Shear Company The | Bridgeport | Better Packages Inc | Shelton | Greist Manufacturing Co The | New Haven |
| Screens | | Ansonia O & C Co | Ansonia | L C White Company The | Waterbury |
| Hartford Wire Works Co The (Windows, Doors and Porches) | Hartford | Showcase Lighting Equipment | | Master Engineering Company | West Cheshire |
| Screw Caps | | Wiremold Company The | Hartford | Rogers Corporation (Fibre Cellulose Paper) | Manchester |
| Weimann Bros Mfg Co The (small for bottles) | Derby | Shower Stalls | | Wallace Barnes Co The Div Associated Spring Corp | Bristol |
| Screws | | Dextone Company | New Haven | Stationery Specialties | |
| Atlantic Screw Works (wood) | Hartford | Signals | | American Brass Company The | Waterbury |
| Blake & Johnson Co The (machine and wood) | Waterbury | H C Cook Co The (for card files) | Ansonia | Waterbury Companies Inc | Waterbury |
| Bristol Company The (socket set and socket cap screws) | Waterbury | 32 Beaver St | Ansonia | Steel | |
| Charles Parker Co The (wood) | Meriden | Sizing and Finishing Compounds | | Stanley Works The (hot and cold rolled strip) | New Britain |
| Clark Brothers Bolt Co | Milldale | American Cyanamid Company | Waterbury | Steel Castings | |
| Connecticut Mfg Co The (machine) | Waterbury | Slide Fasteners | | Hartford Electric Steel Co The (carbon and alloy steel) | 540 Flatbush Ave Hartford |
| Corbin Screw Div American Hardware Corp | New Britain | G E Prentice Mfg Co The | Kensington | Malleable Iron Fittings Co | Branford |
| Holo-Chrome Screw Corporation The (socket set and socket cap) | West Hartford | North & Judd Manufacturing Co | New Britain | Nutmeg Crucible Steel Co | Branford |
| Scovill Manufacturing Company | Waterbury 91 | Patent Button Co The | Waterbury | Steel—Cold Rolled Spring | |
| Screw Machines | | Shoe Hardware Div U S Rubber Company | Waterbury | Wallace Barnes Co The Div Associated Spring Corp | Bristol |
| H P Townsend Mfg Company The | Elmwood | (Kwik zippers) | Waterbury | Steel—Cold Rolled Stainless | |
| Screw Machine Accessories | | Silings | | Wallingford Steel Company | Wallingford |
| Barnaby Manufacturing and Tool Company | Bridgeport | Bigelow Company The (steel) | New Haven | Steel—Cold Rolled Strip and Sheets | |
| | | Soap | | American Steel & Wire Company | New Haven |
| | | J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) | Glastonbury | Detroit Steel Corporation | New Haven |
| | | Solder—Soft | | Wallingford Steel Company | Wallingford |
| | | Torrey S Crane Company | Plantville | | |

I T ' S M A D E I N C O N N E C T I C U T

| | | |
|--|--|---|
| Steel Goods Merriam Mfg Co (sheets products to order) Durham | Timing Devices & Time Switches A W Haydon Co The Waterbury Lux Clock Manufacturing Company Waterbury M H Rhodes Inc Hartford | Varnishes Staminite Corp The New Haven |
| Steel Rolling Rules Waterbury Lock & Specialty Co The Milford | Tinning Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury Wilcox Crittenden & Co Inc Middletown | Velvets American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) Stonington Leiss Velvet Mfg Co Inc The Willimantic Velvet Textile Corporation The (velveteen) West Haven |
| Steel Strapping Stanley Works The New Britain | Tools Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton | Venetian Blinds Findell Manufacturing Company Manchester |
| Stereotypes W T Barnum & Co Inc New Haven | Tool Chests Vanderman Manufacturing Co The Willimantic | Ventilating Systems Colonial Blower Company Plainville |
| Stop Clocks, Electric H C Thompson Clock Co The Bristol | Tools & Dies Moore Special Tool Co Bridgeport Swan Tool & Machine Co The Hartford | Vibrators—Pneumatic New Haven Vibrator Company (industrial) New Haven |
| Straps, Leather Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown | Tools, Dies & Fixtures Fonda Gage Company (also jigs) Stamford Greist Mfg Co The New Haven | Vises Charles Parker Co The Meriden Fenn Manufacturing Company The (Quick Action Vices) Hartford |
| Studio Couches Waterbury Mattress Co Waterbury | Tools, Hand & Mechanical Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport | Waffle Irons—Electric General Electric Company Bridgeport |
| Super Refractories Mullite Refractories Co The Shelton | Toys A C Gilbert Company New Haven Geo S Scott Mfg Co The Wallingford | Washers American Felt Co (felt) Glenville Auburn Manufacturing Company The (all materials) Middletown |
| Surface Metal Raceways & Fittings Wiremold Company The Hartford | Tramways American Steel & Wire Company New Haven | Washers—Felt Chas W House & Sons Inc (Mills & Cutting Plant) Unionville |
| Surgical Dressings Acme Cotton Products Co Inc East Killingly Seamless Rubber Company The New Haven | Trucks—Industrial George P Clark Co Windsor Locks | Washing Machines—Electric General Electric Company Bridgeport |
| Surgical Rubber Goods General Electric Company Bridgeport | Trucks—Lift Excelsior Hardware Co The Stamford George P Clark Co Windsor Locks | Watches E Ingraham Co The Bristol New Haven Clock and Watch Co The (pocket & wrist) New Haven |
| Switches—Electric Hartford Special Machinery Co The Hartford | Trucks—Skid Platforms Excelsior Hardware Co The (lift) Stamford | Water Heaters Whitlock Manufacturing Co The (instantaneous & storage) Hartford |
| Switchboards Plainville Electrical Products Company Plainville | Tube Bending Donahue Mfg Co Inc Watertown | Water Heaters—Electric Bauer & Company Inc Hartford |
| Switchboards Wire and Cables Rockbestos Products Corp (asbestos insulated) New Haven | Tube Clips H C Cook Co The (for collapsible tubes) Ansonia Weimann Bros Mfg Co The (for collapsible tubes) Derby | Waterproof Dressings for Leather Viscol Company The Stamford |
| Synchronous Motors R W Cramer Company Inc The Centerbrook | Tube Fittings Scovill Mfg Co ("Uniflare") Waterbury | Wedges Saling Manufacturing Company (hammer & axe) Unionville |
| Tanks Bigelow Company The (steel) New Haven Storts Welding Company (steel and alloy) Meriden | Tubing American Brass Co The (brass and copper) Bridgeport Bridgeport Brass Company (brass and copper) Bridgeport G & O Manufacturing Co (finned) New Haven Scovill Manufacturing Company (Brass and Copper) Waterbury 91 | Welding G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford Porupine Company The Bridgeport |
| Tape Russell Mfg Co The Middletown | Tubing—Heat Exchanger American Brass Company The Waterbury Scovill Manufacturing Company Waterbury 91 | Welding—Lead Storts Welding Company (tanks and fabrication) Meriden |
| Tap Extractors Walton Company The West Hartford | Typewriters Royal Typewriter Co Inc Hartford Underwood Corporation Hartford | Welding Rods American Brass Company The Waterbury Bristol Brass Co The (brass & bronze) Bristol |
| Taps, Collapsing Geometric Tool Co The New Haven | Typewriters—Portable Underwood Corporation Hartford | Wheels—Industrial George P Clark Co Windsor Locks |
| Tarred Lines Brownell & Co Inc Moodus | Typewriter Ribbons and Supplies Underwood Corporation Hartford and Bridgeport | Wicks Auburn Manufacturing Company The (felt, asbestos) Middletown Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks) Bridgeport |
| Telemetering Instruments Bristol Co The Waterbury | Underclearer Rolls Sonoco Products Co (Climax-Lowell Div) Mystic | Window & Door Guards Hartford Wire Works Co The Hartford |
| Television Receivers General Electric Company Bridgeport | Uniform Buttons Waterbury Companies Inc Waterbury | Wire American Brass Company The Waterbury American Steel & Wire Company New Haven |
| Testers—Non-Destructive Sperry Products Inc Danbury | Union Pipe Fittings Corley Co Inc The (300# AAR) Plainville | Wire Arch & Trellises Hartford Wire Works Co The Hartford |
| Textile Machinery Morrow Machine Co The Hartford 2814 Laurel St | Upholstering Fabrics—Woolen & Worsted Broad Brook Company (automobile, airplane, railroad) Broad Brook | |
| Textile Mill Supplies Ernst Bischoff Company Inc Ivoryton | Vacuum Bottles and Containers American Thermos Bottle Co Norwich | |
| Textile Processors American Dyeing Corporation (rayon, acetate) Rockville Aspinook Corp The (cotton) Jewett City | Vacuum Cleaners Electrolux Corporation Old Greenwich Spencer Turbine Co The Hartford | |
| Thermometers Bristol Co The (recording and automatic control) Waterbury | Valves Norwalk Valve Company (sensitive check valves) South Norwalk W S Rockwell Company (Industrial) Fairfield | |
| Thermometers Manning Maxwell & Moore Inc Bridgeport | Valve Discs Colt's Manufacturing Company Hartford | |
| Thermostats Bridgeport Thermostat Company Inc (automatic) Bridgeport | Valves—Automatic Air Beaton & Cadwell Mfg Co New Britain | |
| Thin Gauge Metals Plume & Atwood Mfg Co The Thomaston | Valves—Automobile Tire Bridgeport Brass Company Bridgeport | |
| Thinsheet Metals Co The (plain or tinned in rolls) Waterbury | Valves—Radiator Air Bridgeport Brass Company Bridgeport | |
| Thread American Thread Co The Willimantic Belding Heminway Corticelli Putnam Gardner Hall Jr Co The (cotton sewing) South Willington | Valves—Relief & Control Beaton & Cadwell Mfg Co New Britain | |
| Thread Rolling Machinery Hartford Special Machinery Co The Hartford | Valves—Safety & Relief Manning Maxwell & Moore Inc Bridgeport | |
| Threading Machines Grant Mfg & Machine Co The (double and automatic) Bridgeport | Vanity Boxes Bridgeport Metal Goods Mfg Co Bridgeport | |
| Time Recorders Stromberg Time Corp Thomaston | | |
| Timers, Interval A W Haydon Co The Waterbury H C Thompson Clock Co The Bristol R W Cramer Company Inc The Centerbrook Rhodes Inc M H Hartford | | |
| Timing Devices A W Haydon Co The Waterbury R W Cramer Company Inc The Centerbrook Lux Clock Manufacturing Company Waterbury Rhodes Inc M H Hartford Seth Thomas Clocks Thomaston United States Time Corporation The Waterbury | | |

It's Made in Connecticut

(Continued from page 55)

Wire Baskets
Rolock Inc (Industrial—for acid, heat, degreasing) Fairfield
Wiretex Mfg Co Inc (Industrial, for acid, heat treating and degreasing) Bridgeport

Wire Cable
Bevin-Wilcox Line Co The (braided) East Hampton

Wire Cloth
Hartford Wire Works Co The Hartford
C O Jelliff Mfg Co The (all metal, all meshes) Southport

Pequot Wire Cloth Co Inc Norwalk
Rolock Incorporated Fairfield
Smith Co The John P New Haven

Wire Drawing Dies
Waterbury Wire Die Co The Waterbury

Wire Dipping Baskets
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire Formings
Autoyre Co The Oakville
G E Prentice Mfg Co The Kensington
Master Engineering Company West Cheshire
North & Judd Manufacturing Co New Britain
Verplex Company The Essex

Wire Forms
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The Hartford
Foursome Manufacturing Company Bristol
Humason Mfg Co The Forestville
New England Spring Mfg Co Unionville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Wire Goods
American Buckle Co The (overall trimmings) West Haven
Patent Button Co The Waterbury
Scovill Manufacturing Company (To Order) Waterbury 91

Wire Partitions
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire Products
Clairglow Mfg Company Portland
Plume & Atwood Mfg Co The (to order) Waterbury

Wire Reels
A H Nilson Mach Co The Bridgeport

Wire Rings
American Buckle Co The (pan handles and tinner's trimmings) West Haven

Wire Rope and Strand
American Steel & Wire Company New Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Wire-Specialties
Andrew B Hendryx Co The New Haven

Wires and Cable
General Electric Company (for central stations, industrial and mining applications) Bridgeport
Rockbestos Products Corporation (asbestos insulated) New Haven

Wires—Building
General Electric Company Bridgeport

Wires—Telephone
General Electric Company Bridgeport

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools) Salisbury

Wood Scrapers
Fletcher-Terry Co The Forestville

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork) Hartford
Hartford Builders Finish Co Hartford

Woven Awning Stripes
Falls Company The Norwich

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Yarns
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) Unionville
Aldon Spinning Mills Corporation (fine-woolen and specialty) Talcottville
Ensign-Bickford Co The (jute carpet) Simsbury

Zinc
Platt Bros & Co The (ribbon, strip and wire) Waterbury
P O Box 1030

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven

It's Your Federal Government!

(Continued from page 15)

tained workers through competitive examination. At that time this system was satisfactory.

But when the federal payroll expanded into the millions, and about 1,500 different skills were required by government, the system became inadequate. But it has not been changed. Today there are sometimes 250,000 applicants for a single nation-wide examination.

A man with outstanding abilities needed by government cannot, as in private employment, go to the head of the appropriate agency and apply for a job. He must wait for the announcement of an examination in his line. If he passes, he may get a job. Even if he does, the time required from the first application to his actual appointment may be as long as nine months. Most of this is carried on by correspondence in a vast haze of paperwork and form-filling. The Hoover Commission discovered that more than 40 percent of all eligible candidates got tired of waiting and dropped the idea during this waiting period. The Commission's suggestion for agency recruitment will overcome this condition.

The task force received some revealing opinions of the government as an employer from two interested groups. A poll of former government employees resulted in 300 replies which were almost identical. They all said that their reasons for leaving the service were (a) the low rate of pay and, (b) slow advancement in the service.

Similar reasons were given by 3,448 seniors in 92 colleges for not wanting to work for the government. Only one in four expressed any desire for federal employment.

The scales of pay, the Commission reported, vary among different agencies, where five different pay policies are in force, and even within the same agency and the system is top-heavy with personnel workers. The government employs 23,430 personnel workers at a combined annual salary of \$76 million. This is one worker for every 76 persons on the payroll and, in some instances, one for every 38 employees.

Service Section

EXECUTIVE with mechanical and industrial engineering background. Capable of taking full responsibility for plant operations. Interested in becoming associated with a progressive Connecticut manufacturing concern. Address PW-1485.

TRAFFIC MANAGER or assistant. 28 years practical experience all phases of industrial field, desires permanent position. Would willingly make transportation survey to prove ability. A-1 references. Address PW-1486.

TUCK BUSINESS SCHOOL graduate with nearly 20 years of diversified experience in sales, accounting research, finance and administration, and who has conducted many sizeable negotiations with government and has organized and operated his own company, now seeks an opportunity to serve a Connecticut company in any of the foregoing fields where aggressive management is desired. Address PW-1487.

Advertising Index

| | |
|---|--------------------|
| American Appraisal Co., The | 26 |
| Ballard Oil Co., Inc. | 39 |
| Barney's | 29 |
| Basick Company | 37 |
| Brett Co., E. W. | 30 |
| Buckley Bros. | Outside Back Cover |
| Carey & Company | 36 |
| Case, Lockwood & Brainard, Div. of Conn. Printers, Inc. | 3 |
| Catlin & Company, Hoyt | 22 |
| Churchill, Edward S., C. L. O. | 27 |
| Clark Bros. Bolt Co. | 23 |
| Crampton, Inc., John M. | 24 |
| Detroit Steel Corp. | 4 |
| Dictaphone Corporation | 41 |
| Dolge Co., C. B. | 31 & 36 |
| Dowd, Wyllie & Olson, Inc. | 3 |
| Eastern Machinery Co., The | 23 |
| Edgcomb Steel of New England | 28 |
| Fuller Brush Company, Inside Back Cover | |
| Graphic Arts Co., The | 35 |
| Hall Company, Inc., Thomas W. | 36 |
| Hano Company, Inc., Philip | 29 |
| Hartford Special Machinery Co., The | 24 |
| Homestead Insulation Co. | 31 |
| Howard Co., The | 30 |
| Interlaken Inn | 30 |
| J-B Engineering Sales Co. | 24 |
| Jones & Company, Inc., T.A.D. | 32 |
| Kasden & Sons, Inc., H. | |
| | Inside Front Cover |
| Kellogg & Bulkeley, Div. of Conn. Printers, Inc. | 25 |
| Liberty Mutual Insurance Co. | 20 |
| Mac Rae's Blue Book | 40 |
| Maier & Co., Ward | 38 |
| Merritt & Co., Joseph | 24 |
| Nutmeg Crucible Steel Co., The | 30 |
| Perkins Machine & Gear Co. | 30 |
| Robertson Paper Box Co., Inc. | 21 |
| Smith Machinery Co., Inc., Lyman A. | 26 |
| Souther Engineering Co., The Henry | 24 |
| Southern New England Telephone Co. | 3 |
| Stewart Die Casting, Div. of Stewart-Warner Corp. | 26 |
| Swan Tool & Machine Co., The | 24 |
| Thompson Water Cooler Co. | 29 |
| The Travelers | 2 |
| Underwood Corporation | 34 |
| Wiremold Co., The | 25 |
| Youngberg Bros. | 30 |

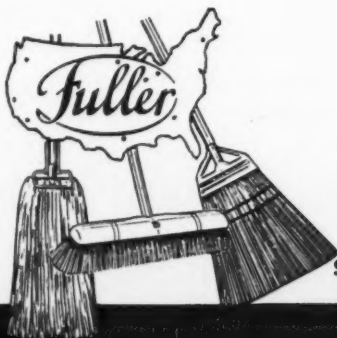


LOOK INSIDE A *Fuller* FLOOR BRUSH

TO SEE WHY IT SAVES TIME

Get *all* the refuse with one stroke — no back-tracking. Take a look at the cross-section of the Fuller Floor Brush shown above and you'll see why. The

center is a blend of stiff horsehair and selected fiber to give enough body to the brush to move heavy refuse. The outer casing of horsehair takes care of the fine dust. This special blending of materials not only saves sweeping time by eliminating back-tracking, it also causes the brush to wear down evenly regardless of the type of floor.

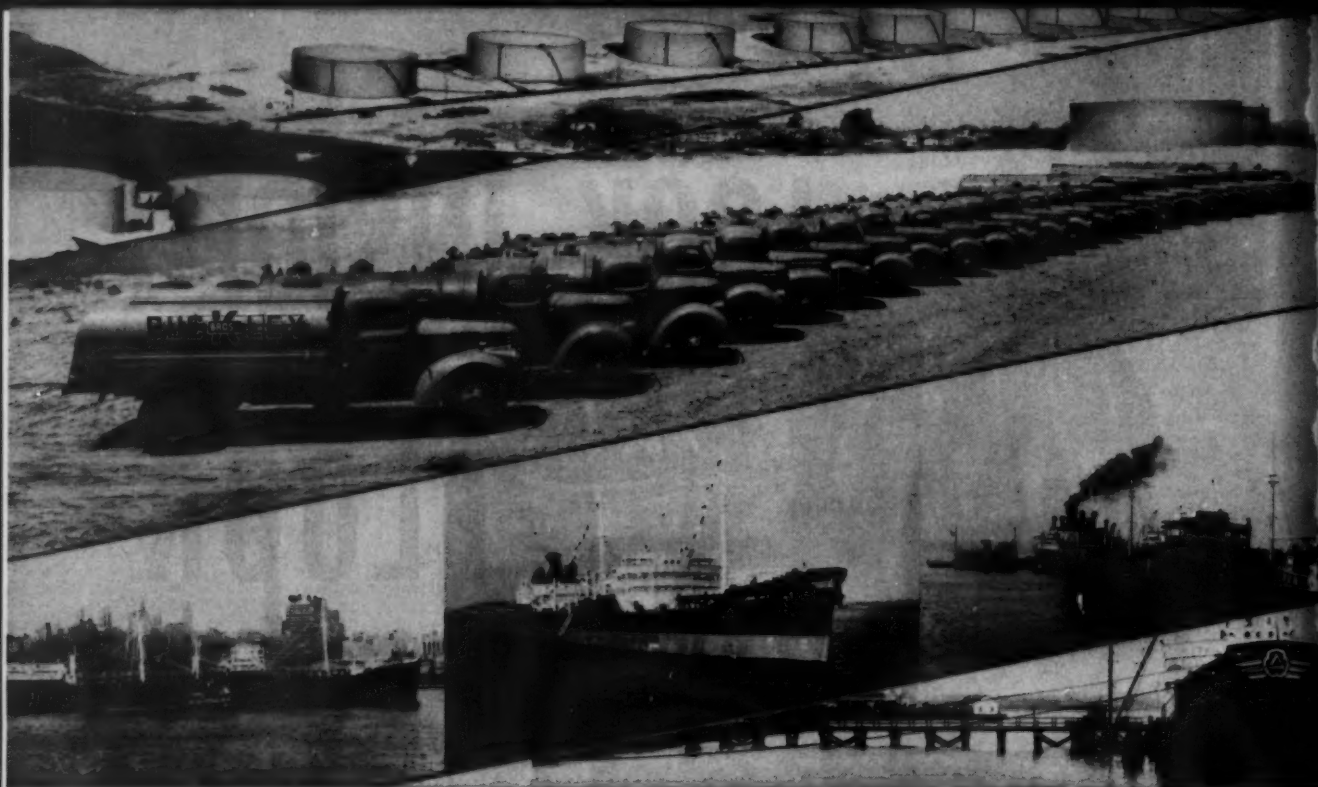


SHIPPED FROM NINE DISTRIBUTION POINTS

INDUSTRIAL DIVISION

THE FULLER BRUSH CO.

3616 MAIN STREET • HARTFORD 2, CONN. • IN CANADA: Fuller Brush Co., Ltd., Hamilton, Ont.



Buckley Bros. 72 million gallon terminal at Bridgeport keeps your fuel costs down.

"Bunker C" or No. 6 industrial fuel oil, for example, is low in cost *provided handling is kept at a minimum*. Buckley "Bunker C" is priced lower because there is no extra cost for heating and handling at small storage yards. Our efficient fleet of trucks delivers

"Bunker C" to any plant in Connecticut promptly and economically.

This adds up to savings greater than you have ever believed possible.

Let us show you, without obligation, of course, just how much Buckley "Bunker C" will save *your* plant. Just write, wire—or phone us at Bridgeport 6-3541 today.

NEW ENGLAND'S LARGEST PETROLEUM STORAGE TERMINAL

Look to



for Better Service - Lower Fuel Costs

Terminals at:

BRIDGEPORT AND WATERBURY, CONNECTICUT

Offices at:

ONE SEAVIEW AVENUE, BRIDGEPORT

L

s

UT